

# MANUFACTURERS RECORD

## Nuclear Energy

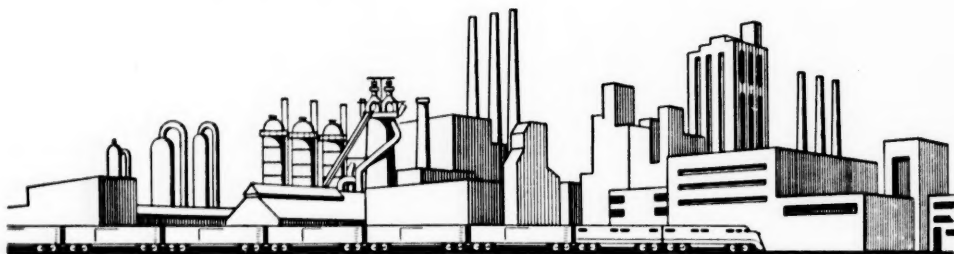
**T**HE great scientific achievement of splitting the atom with all of the resulting publicity and speculation that naturally followed has given the conventional fuel industries an understandable case of jitters as to their future. However, it is now evident that these fears are largely unfounded. The outlook for the future, instead, will be to develop enough energy from all sources to meet the tremendous growth of demand.

It is true that rapid advancement is being made in the use of isotopes and radioactive material from existing nuclear reactors by industry, but the development of reliable and economical power reactors apparently is going to be difficult and will extend over a long period of time.

As is true in any great, highly scientific development, the scientists are far ahead of the engineers who must make practical application of the sound principles involved and mechanize them on a commercial basis.

TO MEET A GROWING

# Challenge



**D**URING recent years, the South's phenomenal growth—industrially, commercially and in population—has been mirrored by an ever-increasing demand for Natural Gas. To meet this need, Southern Natural has steadily expanded its pipe line facilities and substantially increased its source of supply.

Indicative of the latter is the capital investment of \$35,000,000 during the last three years to tap and market new sources of Natural Gas from South Louisiana.

The industry-attracting value of this ideal fuel at reasonable rates has proved a major factor in the South's economic advancement . . . a progress in which we have gone hand-in-hand.

**SOUTHERN NATURAL GAS**  
**COMPANY**  
*Serving the Growing South*

WATTS BUILDING • BIRMINGHAM, ALA.

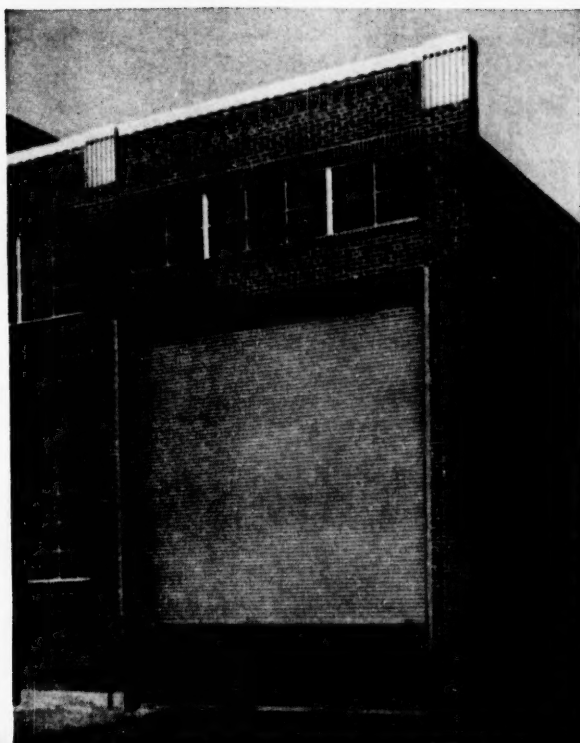
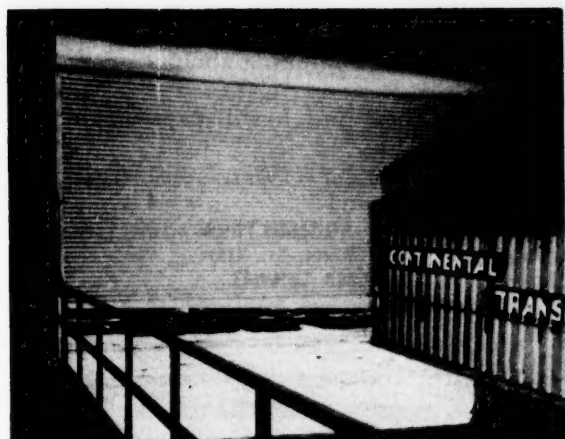
**Doors open straight upward . . .  
no space wasted anywhere**

**Maximum protection from  
weather, intrusion, vandalism**

**Heavy zinc coating for  
lasting weather resistance**

**Neat appearance harmonizes  
with any type of architecture**

# Kinnear Steel Rolling Doors

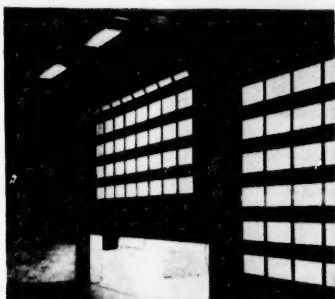


You get maximum protection *plus* high efficiency in Kinnear Rolling Doors. Coiling freely above the doorway, they open completely out of the way. No floor, wall and ceiling space around the opening is sacrificed. Kinnear Doors never get in the way of close-by windows or lighting fixtures. Hoist rails, conveyors, structural members, materials or equipment can be placed for maximum advantage without hindering door action.

For long rust-free protection, the rugged, interlocking slats in the Kinnear door curtain are heavily galvanized (1.25 oz. pure zinc per sq. ft.—ASTM standard). In addition, Kinnear's Paint Bond, a special phosphate application, assures quick, thorough, lasting paint adhesion.

## Kinnear Steel ROL-TOP Door

If you want space-saving upward action *plus provision for any number of glass panels*, Kinnear's sectional-type all-steel RoL-TOP Door is the answer. Rugged horizontal sections are interlocked lengthwise for smooth hinging action. Ball-bearing rollers at ends of each section travel in steel tracks that guide door upward, then out horizontally above and inside the doorway. Heavy zinc coating (1.75 oz. per sq. ft.) and Kinnear Paint Bond. All sizes . . . motor or manual control. Write for details.



Kinnear Rolling Doors are built any size—always engineered to the special requirements of a specific opening. Manual, mechanical (crank or chain) or electrical operation available. Control switches for power-operated doors can be placed at any number of convenient spots. For long, low-cost, low-maintenance service, Kinnear Rolling Doors are the preferred answer to every door need. *Write today.*

### The Kinnear Manufacturing Co.

Factories: 1600-20 Fields Avenue, Columbus 16, Ohio  
1742 Yosemite Ave., San Francisco 24, Calif.

Offices and Agents in All Principal Cities

NOVEMBER NINETEEN FIFTY-FOUR

**KINNEAR**  
ROLLING DOORS

*Saving Ways  
in Doorways*



## Three cents isn't much

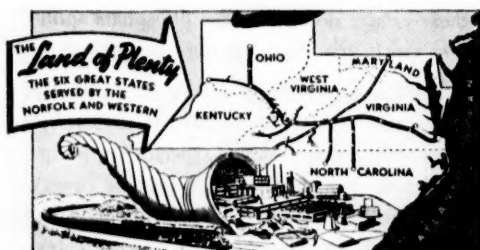
But the price of a postage stamp may help to solve your plant location problems.

Write to the Norfolk and Western and outline your requirements. Without delay and in strict confidence, our plant location specialists will call on you or send you complete information about plant sites

in *The Land of Plenty* which may be ideal for the operation you plan. Their assistance will cost you nothing.

Whether you're thinking about a small plant or a large one, it will pay you to investigate *The Land of Plenty*. Just write:

**INDUSTRIAL AND AGRICULTURAL DEPT.**  
Drawer MR-652 (Phone 4-1451, Ext. 474)  
**NORFOLK AND WESTERN RAILWAY**  
ROANOKE, VIRGINIA



*The Land Of Plenty* offers many superior industrial advantages, including home-rooted manpower, nearness to Bituminous Coal, nearness to markets, and dependable N & W transportation.

Transportation is a major factor in good plant location. Consult your traffic manager when you're choosing a plant site. He's a transportation expert.

# Norfolk and Western RAILWAY



# MANUFACTURERS RECORD

ESTABLISHED 1882

Devoted to the Industrial Development of the South and Southwest

Volume 123

November 1954

Number 11

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NOVEMBER NINETEEN FIFTY-FOUR

## Outmoded Federal Regulations Impeding Railroad Progress

Freedom to compete has been denied the railroads of this nation for the past two-thirds of a century, Benjamin F. Fairless told a meeting of the Committee of Railroad Suppliers in New York recently.

"The one great obstacle which seems to have been designed to block railway progress at every turn," he said, "is the antiquated concept of Federal and State regulation under which these roads are compelled to operate."

Mr. Fairless said he did not believe that "a modern system of transportation, in this age of jet propulsion, can be developed successfully under the horse-and-buggy concepts of nineteenth-century controls."

Outmoded regulations, excessive state taxation and "featherbedding" practices, he declared, have caught the railroads in "a three-way squeeze."

## U. S. Chamber Publishes Guide To Gov't Contract Termination

The Chamber of Commerce of the United States recently issued a pamphlet to serve as a guide through the confusion and inconsistencies of government contract termination settlement.

The 60-page booklet, "Contract Termination Guide," is believed to be the only interpretation of current settlement procedures available to manufacturers.

Properly used, it is expected to result in a big saving in time and work for prime contractors, subcontractors, and suppliers. It now requires an average of one year to complete a settlement.

The guide may be obtained from the Manufacture Department, Chamber of Commerce of the U. S., 1615 H St., N.W., Washington 6, D. C. Orders of one to 10 copies are \$1 each and discounts are available for bulk orders.

## Textile Clinic to Meet In Greenville, South Carolina

A textile clinic, for exchanging technical information on wear-resistant parts for textile machinery, will be held for approximately 200 industry representatives in Greenville, South Carolina, November 15.

Jointly sponsored by Poe Hardware & Supply Co., Greenville, and Carboly Department of General Electric Co., Detroit, the clinic was developed in recognition of the increasing importance of cemented carbide wear parts in the industry, to meet specific cost-cutting problems with how-to-do-it information.

The clinic will include a description of cemented carbides and their existing applications, and discussion of potential use for stepping up textile production.

### Correction

In our October issue the Santee Wool Firm is being built at Jamestown, S. C.



## IF YOU'VE GOT TO—LET'S MAKE IT EASY That's Republic's Idea Behind Minit-On Tire Chains

So far as we can find out, the Minit-On\* tire chains are the most easily installed chains there are. Drivers actually install them in a minute. One side of the chain is a wire rope. This provides just enough stiffness so that the chain can be more easily handled than any other tire chain. You need no tools. No crawling under, jacking up or moving the car.

A special touch of human kindness is the pair of plastic sleeve guards included in each package.

Minit-On Chains are typical of many consumer products manufactured by Republic Steel—an essentially humdrum item made ingenious by a dash of imagination. Minit-Ons are one of a range of welded and weldless chain made by Republic's Round Chain Division, for every requirement of home, farm and industry.

The practical knowledge that comes from fabricating and selling steels underlies . . .

### REPUBLIC'S 3-STEP SERVICE TO STEEL USERS:

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| <b>1</b> Making the finest steels possible, in the world's widest range; | <b>2</b> Recommending to you the most exact specification to suit your needs (because we have this wide range); | <b>3</b> Following up with metallurgical field service to insure your greatest benefit from the use of Republic steels. |
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# REPUBLIC STEEL

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# BUSINESS TRENDS

## Business Looks Better

While business activity as a whole showed little change at the end of the third quarter of 1954 from the two previous quarters, there are now definite signs of business improvement in at least two important sectors of the National economy.

Steel production is up to approximately 75 per cent of plant capacity, a gain of some ten points since early summer. Furthermore it is worth noting that 75 per cent of current capacity is equivalent to about 95 per cent of capacity as rated in 1951.

With automobiles slated to swing into renewed production of 1955 models this month and next, it is almost a certainty that steel will be turned out at present rates for the remainder of the year.

Another indicator pointing to resurgent activity is in the field of employment.

Employment for the National economy at large is reported by the Department of Labor to have increased nearly a half million in late August and early September.

A substantial portion of this increase occurred in Manufacturing, practically the only sector in which disemployment has occurred appreciably.

### STABILITY STILL PREVAILS

Aside from these signs there is little evidence pointing to significant change in general activity within the near future.

The shining bright spot continues to be Construction, with building of most types continuing to break previous records.

How long this industry can continue to bellwether business economy is not clear. It is noteworthy, however, that building contract awards are holding up exceptionally well, and from present outlook should maintain the industry's momentum over into next year.

### BUSINESS AND GOVERNMENT SPENDINGS DECLINE

Consumer expenditures continue to proceed this year at about the same level maintained in 1953, but some slackening is being noted in outlays by both Government and Business.

However, there is another element that may completely offset this tendency toward further decline.

Inventories which, for the past year have been whittled away, month after month, are now at a fairly favorable ratio with sales, and it is quite possible that stocks may henceforth be maintained at current levels.

If this should prove to be so, additional employment, and additional production would be required to merely offset the decline in inventories which has been taking place.

### SOUTH MAINTAINS GOOD RECORD

The South, which has consistently outpaced the Nation in all but Construction during the past nine months,

shows signs of continuing to do so for the remainder of the year.

While the Nation is some 2 per cent behind its 1953 record of total business volume, the South is trailing its own 1953 record by only 1 per cent.

And, while the Nation is trailing 1953 Manufacturing by 9 per cent, the South is trailing by only 7 per cent.

In other sectors, furthermore, the South is either holding its own or doing a little better than that.

Lately, textiles which have not done so well for a year or more, are showing renewed liveliness, and if this trend should continue, the South will unquestionably wind up the year in a better position than has been expected.

### CURRENT REPORTS

During the second quarter of this year profits after taxes of manufacturing corporations amounted to \$2.9 billion, about 13 per cent above the preceding quarter, according to the Quarterly Financial Report made public jointly by the Securities and Exchange Commission and the Federal Trade Commission. Profits after taxes were estimated at only 4 per cent below the second quarter of 1953. For the first six months of 1954 profits after taxes were about 6 per cent lower than in the corresponding period of last year.

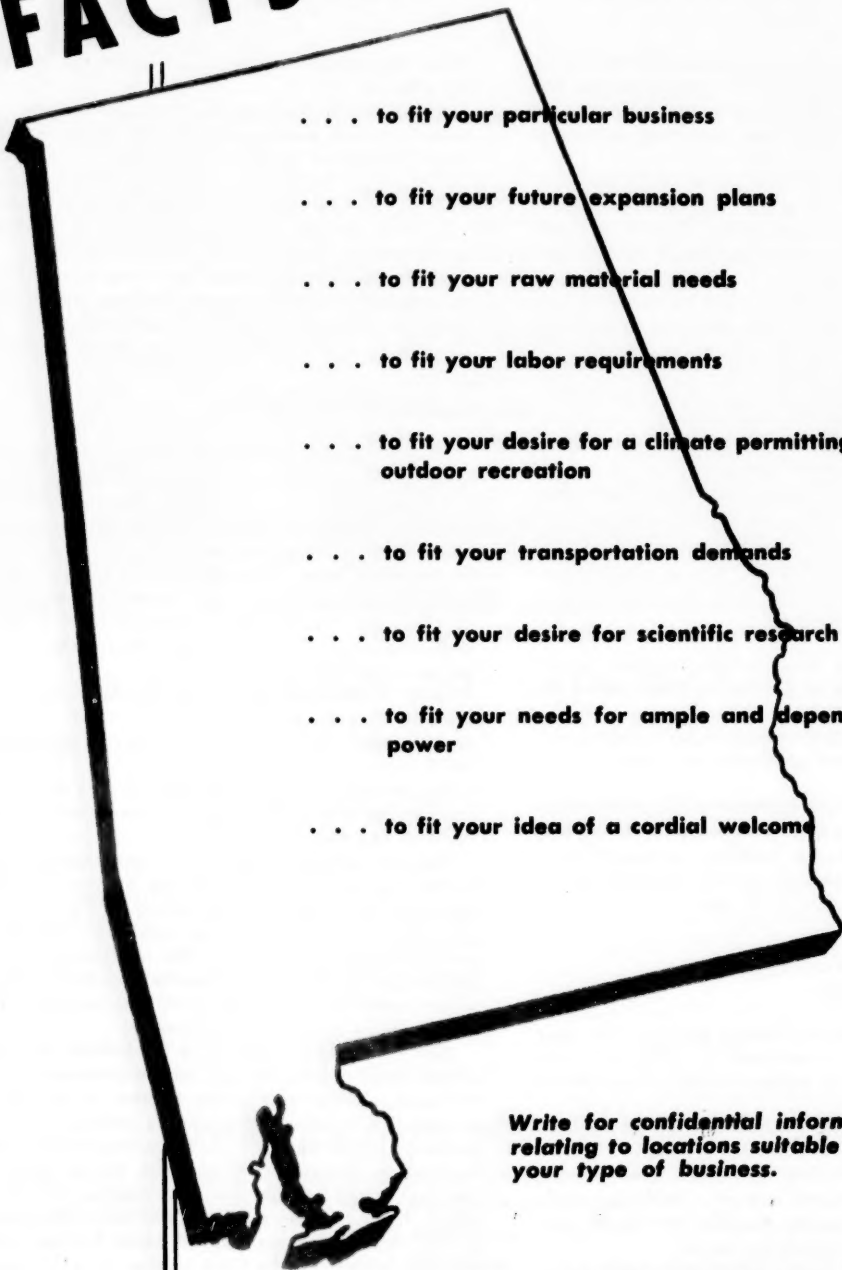
Sales of manufacturing corporations showed the first increase since the second quarter of 1953. Second quarter sales were estimated at \$62.6 billion compared with \$60.9 billion in the preceding quarter and \$68.7 billion in the second quarter of last year. Profits before income taxes amounted to \$5.6 billion, a 9 per cent increase over the first quarter.

The net working capital of U. S. corporations increased by \$1.2 billion during the second quarter of 1954 and amounted to a record \$94.1 billion at the end of June, according to estimates made public by the Securities and Exchange Commission. The improvement in liquid position during the second quarter resulted from a \$5.8 billion reduction in current liabilities, partially offset by a \$4.5 billion drop in current assets.

New construction activity in September matched the alltime peak volume of \$3.6 billion achieved in August to round out the most active quarter on record for the construction industry, according to preliminary estimates prepared jointly by the U. S. Departments of Commerce and Labor. The value of new work put in place during the past month brought the third quarter total to \$10 3/4 billion, 7 per cent more than in the July-September 1953 period. After adjustment for seasonal factors, new construction activity in the third quarter of 1954 was at an annual rate of \$37.5 billion, as compared with an annual rate of \$36.3 billion in the first half of the year and actual outlays of \$35.3 billion in 1953.

Commercial building continued at a record-breaking rate in September, exceeding the 200 million dollar mark for the third consecutive month. Religious and private educational building showed more new work put in place in September than in any previous month on record.

# FACTS About *Alabama*

- 
- . . . to fit your particular business
  - . . . to fit your future expansion plans
  - . . . to fit your raw material needs
  - . . . to fit your labor requirements
  - . . . to fit your desire for a climate permitting year 'round outdoor recreation
  - . . . to fit your transportation demands
  - . . . to fit your desire for scientific research facilities
  - . . . to fit your needs for ample and dependable electric power
  - . . . to fit your idea of a cordial welcome

**Write for confidential information  
relating to locations suitable for  
your type of business.**

Industrial Development Department

***Alabama Power Company***

*Helping Develop Alabama*

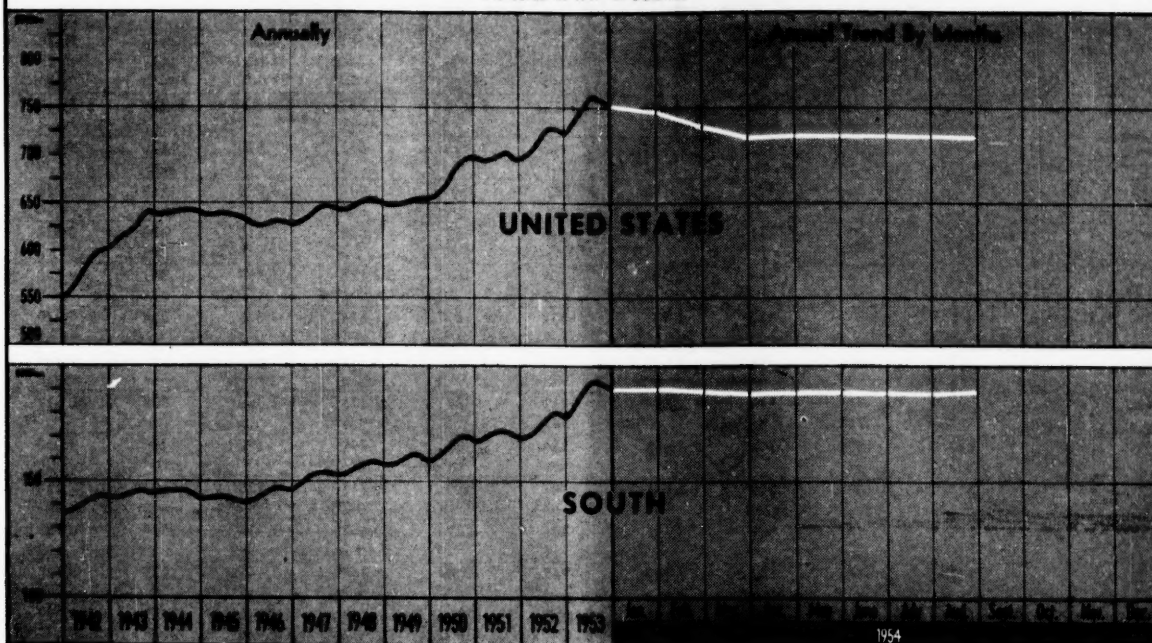
BIRMINGHAM 2, ALABAMA

MANUFACTURERS RECORD FOR



## PHYSICAL VOLUME

OF  
ALL GOODS AND SERVICES TURNED OUT BY PRIVATE ENTERPRISE  
(MEASURED IN 1947-49 DOLLARS)



### Regional Indicators

#### Farm Marketings (\$ Mil.)

	Aug 1954	Jul 1954	Aug 1953
South .....	\$ 814	\$ 640	\$ 790
Other States .....	1,755	1,588	1,766
United States .....	2,569	2,228	2,556

#### Construction (\$ Mil.)

	Aug 1954	Jul 1954	Aug 1953
South .....	\$1,151	\$1,115	\$1,081
Other States .....	\$2,464	\$2,405	\$2,241
United States .....	\$3,615	\$3,520	\$3,322

#### Mineral Output (\$ Mil.)

	Aug 1954	Jul 1954	Aug 1953
South .....	\$ 556	\$ 561	\$ 586
Other States .....	451	448	496
United States .....	1,007	1,009	1,082

#### Manufacturing (\$ Mil.)

	Aug 1954	Jul 1954	Aug 1953
South .....	\$ 4,604	\$ 4,551	\$ 4,959
Other States .....	\$15,881	\$15,704	\$17,861
United States .....	\$20,485	\$20,255	\$22,820

### National Indicators

	Latest Month	Previous Month	Year Ago
Personal Income (\$ Bil.) ....	\$ 285.4	\$ 285.7	\$ 286.4
Ave. Weekly Earnings (Mfg.) ..	\$ 71.86	\$ 71.06	\$ 71.69
Consumer Credit (\$ Mil.) ....	\$ 27,932	\$ 27,835	\$ 27,810
All Inventories (\$ Mil.) ....	\$ 78,087	\$ 78,349	\$ 81,586
Mfg. Inventories (\$ Mil.) ....	\$ 43,878	\$ 44,194	\$ 46,888
Trade Inventories (\$ Mil.) ....	\$ 34,209	\$ 34,155	\$ 34,698
Bank Debits (\$ Mil.) ....	\$149,907	\$151,525	\$134,386

	Latest Month	Previous Month	Year Ago
Ave. Weekly Hours (Mfg.) .....	39.7	39.7	40.5
Carloadings .....	2,711	2,708	3,229
Consumer Prices ('47-'49=100) ..	115.0	115.2	115.0
Retail Prices ('35-'39=100) .....	209.1	209.7	210.1
Wholesale Prices ('47-'49=100) ..	110.0	110.5	110.6
Construction Costs ('47-'49=100) ..	123.3	123.2	122.9
Electric Output (mil. kw. hrs.) ..	47,196	45,969	44,554

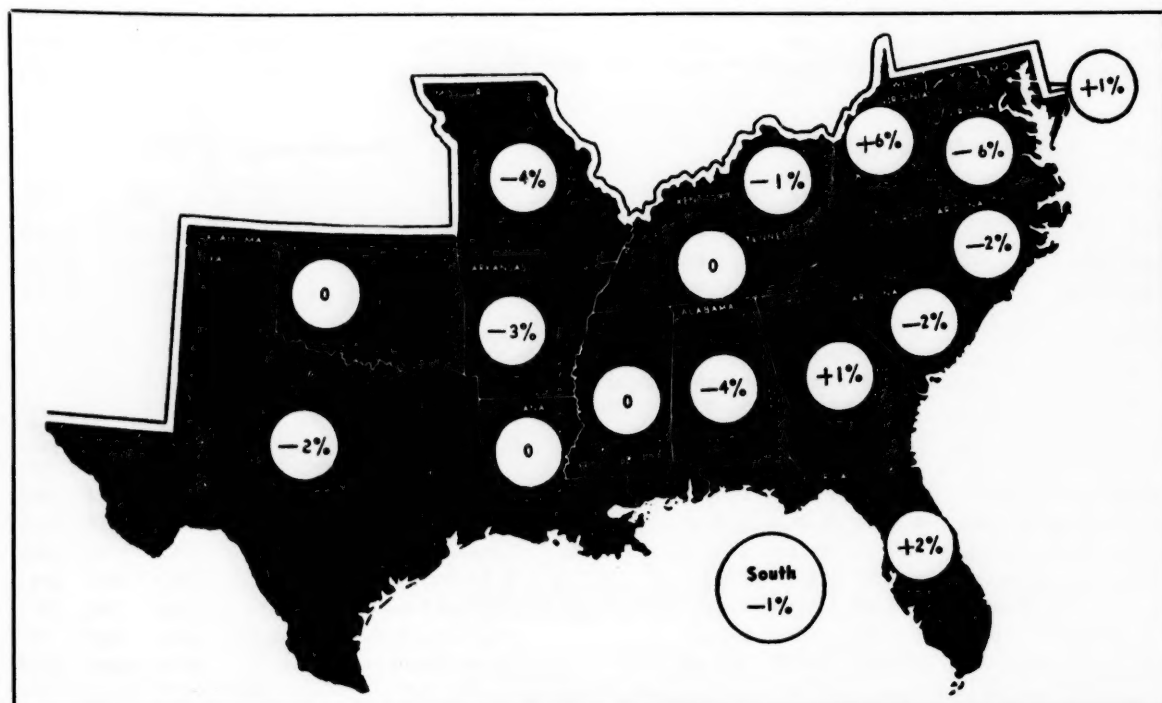
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# SOUTHERN BUSINESS VOLUME

Business Volume by States (\$ Million)

First 8 mos. of 1954 with gain (or loss) over first 8 mos. of 1953

	Farm- ing	Min- ing	Con- struc- tion	Manu- factur- ing	Utili- ties	Fi- nance	Whole- sale Trade	Re- tail Trade	Serv- ice Trade	Busi- ness Volume
Ala.	\$ 210 +3%	\$ 76 -13%	\$ 285 -13%	\$ 1,845 -8%	\$ 297 -5%	\$ 236 +4%	\$ 1,253 even	\$ 1,431 -2%	\$ 229 5%	\$ 5,862 -4%
Ark.	231 +13%	71 even	126 -20%	604 -4%	166 -8%	96 +3%	621 -3%	890 -5%	120 even	2,925 -3%
D. C.	—	—	170 -10%	152 -3%	192 even	256 +2%	1,047 -4%	1,030 -11%	219 even	3,066 -6%
Fla.	416 +13%	55 +7%	716 +4%	898 -3%	443 +3%	452 +12%	2,039 +3%	2,610 +6%	405 +5%	8,034 +2%
Ga.	453 +5%	24 +5%	423 +7%	2,566 -5%	409 -4%	353 +11%	3,128 +2%	1,797 -3%	347 -1%	9,500 +1%
Ky.	339 -6%	257 -5%	510 +19%	1,941 -7%	337 -2%	189 +6%	1,624 -4%	1,648 +3%	234 -1%	7,079 -1%
La.	171 +8%	576 +6%	501 even	2,039 -3%	476 +1%	252 +14%	1,499 even	1,636 +3%	239 even	7,389 even
Md.	187 -3%	8 -25%	549 +14%	2,534 -10%	439 even	387 +5%	2,143 +5%	1,956 +5%	308 +5%	8,511 +1%
Miss.	224 +6%	82 -7%	143 -7%	668 -8%	154 even	96 +9%	749 +6%	795 -1%	119 +4%	3,030 even
Mo.	637 +5%	68 even	510 even	3,835 -11%	747 -3%	650 +6%	5,313 -2%	2,788 -5%	606 even	15,154 -4%
N. C.	358 +4%	16 even	439 -29%	4,196 -5%	386 -8%	289 +8%	2,657 +5%	2,114 even	328 even	10,783 -2%
Okla.	377 even	416 even	339 +26%	1,173 -4%	289 -3%	208 +5%	1,343 +3%	1,343 -5%	235 +1%	5,725 even
S. C.	148 even	8 even	379 -22%	1,782 -5%	156 -5%	128 +1%	844 +7%	1,236 +4%	152 even	4,833 -2%
Tenn.	259 -6%	40 even	525 +16%	2,203 -8%	350 -1%	297 +8%	2,887 +3%	1,843 -1%	330 even	8,734 even
Tex.	984 even	2,182 -4%	1,552 +3%	6,728 -6%	1,314 -3%	1,061 +5%	6,626 +2%	6,167 -3%	1,083 even	27,697 -2%
Va.	276 -1%	67 -16%	487 -5%	2,733 -9%	474 -5%	358 +2%	1,513 -8%	1,999 -2%	313 +1%	8,220 -6%
W. Va.	96 -6%	461 -19%	179 +36%	1,081 -11%	291 -5%	118 +2%	705 -5%	974 -2%	156 +2%	4,061 -6%
South	5,366 +2%	4,407 -4%	7,833 +1%	36,978 -7%	6,920 -2%	6,426 +6%	35,993 +2%	32,257 -2%	5,423 even	140,603 -1%



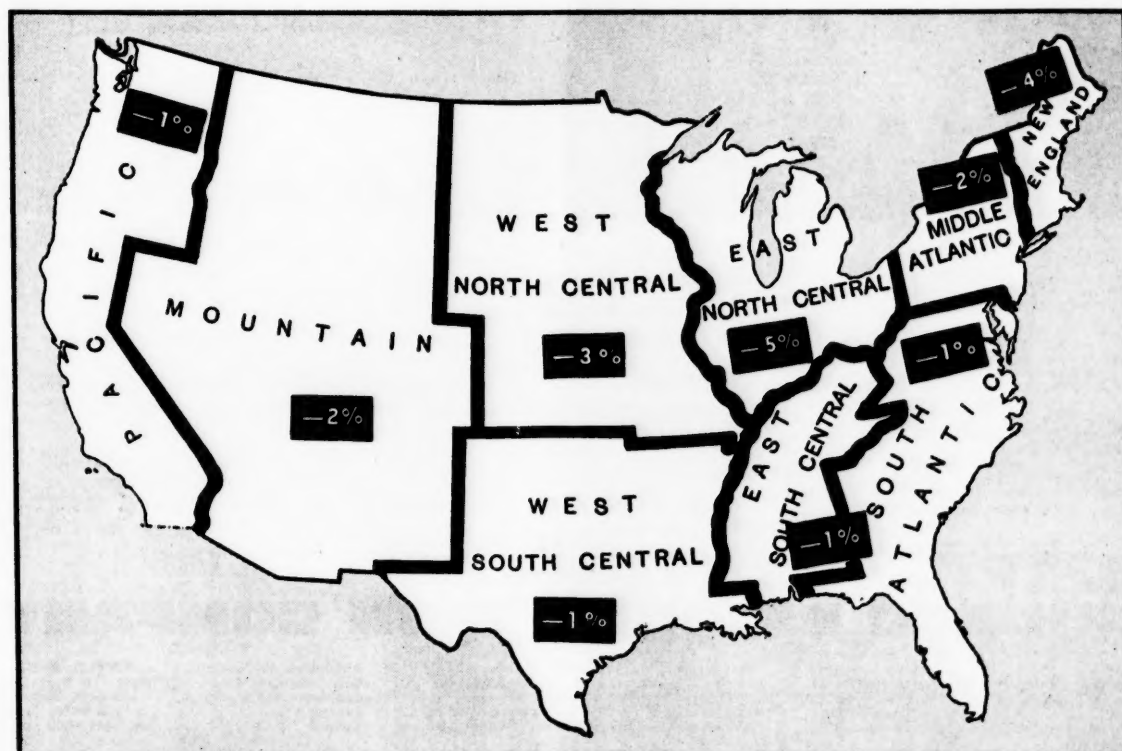


# NATIONAL BUSINESS VOLUME

Business Volume by Regions (\$ Million)

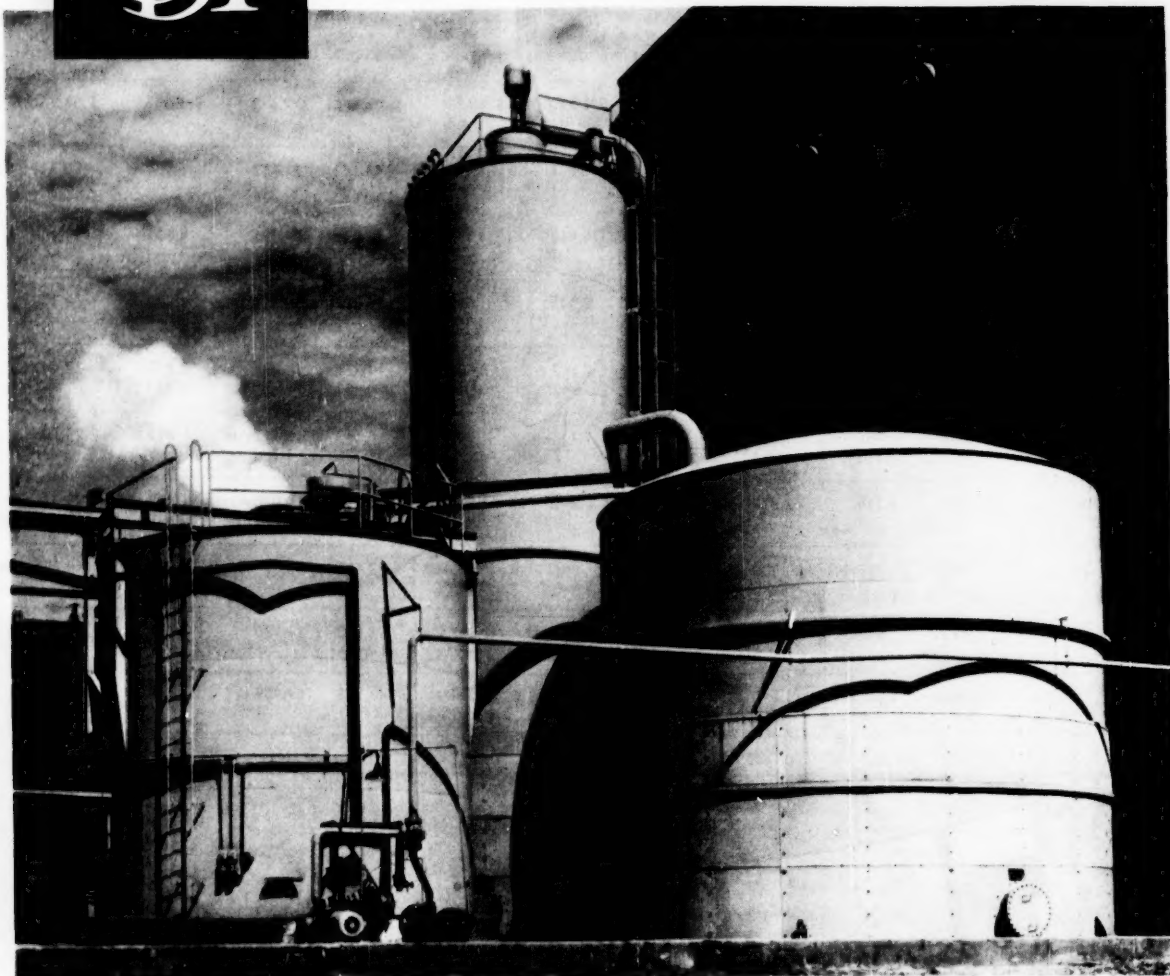
First 8 mos. of 1954 with gain (or loss) over first 8 mos. of 1953

	Farm- ing	Min- ing	Con- struc- tion	Manu- factur- ing	Utili- ties	Fi- nance	Whole- sale Trade	Re- tail Trade	Service Trade	Busi- ness Volume
New Eng.	\$ 480 -6%	\$ 32 +3%	\$ 1,302 +7%	\$ 11,521 -11%	\$ 1,250 +1%	\$ 1,655 even	\$ 6,582 -1%	\$ 7,612 -1%	\$ 1,302 +4%	\$ 31,736 -4%
Mid. Atl.	1,308 -7%	615 -23%	4,633 +14%	39,264 -9%	5,631 -4%	6,460 +2%	43,143 even	21,952 -1%	6,104 +1%	129,110 -2%
E. N. Cen.	3,928 +1%	582 -11%	4,751 +5%	50,106 -13%	4,915 -4%	4,337 +4%	33,535 +1%	24,171 -1%	4,823 +3%	131,148 -5%
W. N. Cen.	4,939 +1%	673 -1%	1,917 +11%	12,487 -10%	2,343 -5%	1,857 +4%	16,102 -1%	10,310 -2%	1,700 even	52,328 -3%
S. Atl.	2,000 +3%	639 -16%	3,462 -2%	16,406 -7%	2,862 -2%	2,402 +6%	14,364 +2%	14,031 -1%	2,276 +1%	58,442 -1%
E. S. Cen.	1,032 -1%	455 -6%	1,463 +8%	6,657 -8%	1,138 -2%	818 +7%	6,513 +1%	5,717 even	912 +1%	24,705 -1%
W. S. Cen.	1,763 +2%	3,245 -1%	2,518 +3%	10,544 -5%	2,245 -2%	1,617 +6%	10,091 +1%	10,036 -3%	1,677 even	43,736 -1%
Mount.	995 -8%	955 -3%	900 even	2,591 -8%	966 -5%	556 +6%	3,425 +2%	3,879 -1%	663 -3%	14,930 -1%
Pacif.	1,916 -7%	841 even	2,803 +5%	15,749 -4%	2,582 -3%	2,332 +1%	13,463 even	11,780 -1%	2,881 +4%	54,347 -1%
U. S.	18,361 even	8,037 -6%	23,749 +6%	165,325 -9%	23,932 -3%	22,034 +3%	147,218 +1%	109,488 -1%	22,338 +1%	540,482 -2%





## SPECIALIZES IN BUILDING BETTER TANKS



*CB&I welded steel tanks at Mead Corporation's plant at Chillicothe, Ohio.*

Shown from left to right above are a 20-ft. diam. by 23-ft. liquor storage tank, a 15-ft. diam. by 50-ft. foam tank, and a 26-ft. diam. by 25-ft. liquor storage tank recently built by Chicago Bridge & Iron Company for the Mead Corporation's pulp mill at Chillicothe, Ohio.

In addition to carbon steel tanks of any size or type, CB&I is also equipped to design, fabricate and erect tanks made

from corrosive resistant materials. *Ex-acting quality controls, years of experience and up-to-date facilities assure the high quality of Horton storage tanks for industry.*

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Cleveland 15 ..... 2216 Midland Bldg.

Detroit 26 ..... 1510 Lafayette Bldg.  
Houston 2 ..... 2114 C & I Life Bldg.  
Los Angeles 17 ..... 1517 General Petroleum Bldg.  
New York 6 ..... 3313—165 Broadway Bldg.  
Philadelphia 3 ..... 1619—1700 Walnut Street Bldg.

Pittsburgh 19 ..... 3223 Alcoa Bldg.  
Salt Lake City 4 ..... 520 West 17th South St.  
San Francisco 4 ..... 1540—200 Bush St.  
Seattle 1 ..... 1320 Henry Bldg.  
Tulsa 3 ..... 1611 Hunt Bldg.

PLANTS IN BIRMINGHAM, CHICAGO, SALT LAKE CITY AND GREENVILLE, PENNSYLVANIA

# NEW AND EXPANDING PLANTS

COMPILED FROM REPORTS PUBLISHED IN THE DAILY CONSTRUCTION BULLETIN

## ALABAMA

**ABBEVILLE**—Pepperell Mfg. Co. let contract to Batson-Cook Co., West Point, Ga., at \$94,000 for addition to sewing plant. Robert & Co., Atlanta, Ga., Archts.

**BIRMINGHAM**—Bel Aire Cleaners, 7714 First Ave. N., plan addition to dry cleaning building. Geo. P. Turner, Archt.

**BIRMINGHAM**—Buffalo Rock Bottling Co. let contract to Steel City Constr. Co., Birmingham, for alterations and additions to bottling plant. Pemberton & Mims, Title Bldg., Archts.

**BIRMINGHAM**—Chicago Bridge & Iron Co., Birmingham, let contract to J. H. West & Son for laboratory building, 1500 N. 50th St. Van Keuren Davis & Co., Archts.

**BIRMINGHAM**—Interstate Bakeries Corp., 1101 26th St. N., let contract to Wilborn Constr. Co., Birmingham, at \$39,443 for alterations to bakery. Warren Knight & Davis, Protective Life Bldg., Archts.

**BOAZ**—Gas Distribution of Boaz let contract to C. E. Albright, Gadsden, at \$29,864 for building. Stanley B. Echols, Birmingham, Archt.

**BREWTON**—Southern Pine Electric Corp. received bid of \$118,980 from White Bros., Meridian, Miss., for electric distribution.

**FAYETTE**—Bids received in Mayor's office for construction of garment factory. Martin L. Lide, Birmingham, Archt.

**GREENVILLE**—Pioneer Electric Corp. has REA loan of \$100,000 for electric distribution extensions.

**GUIN**—Minnesota Mining & Manufacturing Co. plans \$2,000,000 plant.

**HUNTSVILLE**—P. R. Mallory & Co., Inc., c/o Frank Powers, Vice-pres., Indianapolis, Ind., plans manufacturing plant.

**KETONA**—Ketona Chemical Corp., jointly owned by Alabama By-Products Corp. of Birmingham, and Hercules Powder Co., Wilmington, Del., let contract to The Flour Corp., Ltd., Box 7030, Los Angeles 22, Calif., for engineering and construction of its projected anhydrous ammonia plant. Temporary address of Ketona Chemical Corp., Box 354, Birmingham 1.

**MOBILE**—Mobile Paint Co. plans warehouse alterations. Ellis & Winters, Mobile, Archts.

**MOBILE**—Scott Paper Co., Chester, Pa., announces merger with Hollingsworth & Whitney Co., Boston, Mass., and plans expansion of pulp and paper mill at Mobile.

**MOBILE**—The Texas Co. let contract to Pinky Davis for office alterations and additions, South Conception St. N. H. Homes, First Federal Bldg., Archt.

**ONEONTA**—Blue Bell, Inc., c/o W. H. McDaniel, Manager, let contract to G. E. Moore Co., Inc., Box 1069, Greenwood, S. C., at \$300,000 for garment factory. Furlinger & Ehrman, 1004 Union Planters Bldg., Memphis, Tenn., Archts.

**ONEONTA**—Bids received in Mayor's office for construction of factory building. Martin J. Lide, Birmingham, Archt.

## ARKANSAS

**BOONEVILLE**—South Logan County Industrial Foundation plans \$265,000 plant, to be leased to American Hard Rubber Co., New York, for establishment of \$1,500,000 factory.

**DIERKS**—Dierks Lumber & Coal Co. plans \$20,000,000 newsprint and chemical pulp mill in South Arkansas.

**RUSSELLVILLE**—Russellville Industries, Inc., plan construction of a \$90,000 poultry processing plant.

**TEXARKANA**—Southwestern Gas & Electric Co., Broad & Olive Sts., received bid of \$27,750 from Suggs Construction Co., 3024 Wood St., for addition to office building. F. H. Halsey, 542 State National Bank Bldg., Archts.

## FLORIDA

**FLORIDA**—North Florida Telephone Co., c/o Mr. Otto Wettstein, III, president, Lake Oak, has been given approval for improving and extending service in various counties, at approx. cost of \$3,602,000.

**DADE CO.**—Sid Kandel & Nat Furman, c/o general contractor—Paul A. Grupp, 1400 N.E. 125th St., N. Miami—let contract to Webb Constr. Co., 1400 N.E. 125th St., N. Miami, at \$67,840 for office and factory building.

**GAINESVILLE**—Sperry Corp. let con-

tract to Ruscon Const. Co., Charleston, S. C., at \$698,740 for manufacturing plant.

**GOULDS**—South Florida Growers, Inc., c/o Harold Kendall, Goulds, Fla., let contract to Witters Constr. Co., 1397 S.E. 10th Court, Hialeah, for packing house. Clarence J. Parman, Box 156, Homestead, Archt.

**JACKSONVILLE**—Dixie Lily Milling Co., Cecil M. Webb, president, Tampa, plans \$1,500,000 wheat flour blending plant.

**MIAMI**—Florida Greyhound Lines, 275 N.E. 1st St., let contract to Duffey Constr. Co., Inc., 1395 N.W. 21st St., at \$236,000 for alterations and addition to Union Bus Station. W. Kenyon Drake & Assoc., 500 Florida Baptist Bldg., Miami, Archt.

**MIAMI**—General Tire Co. of Miami, Inc., plans store and service station at Biscayne Blvd. and N. E. 4th Court. Weed-Russell-Johnson-Associates, 550 Brickell Ave., Archts.

**MIAMI**—H. J. White, 1318 N.W. 43rd St. received bids for sandblasting shop and office. N.W. 54th St. James E. Lunskey, 4130 Poinciana Ave., Coral Gables, Archt.

**PALATKA**—Hudson Pulp & Paper Corp. plans to construct research and engineering building. J. E. Sirrine Co., Greenville, S. C., Archt. The addition will cost \$15,000,000.

**POMPANO**—Florida Power & Light Co., 12 N.E. 1st St., received bid of \$64,400 from Alfonso A. DiMartino, 1212 N.E. 18th Ave., Fort Lauderdale, for distribution plant. McNabb Rd. Clarence C. Sproul, 2123 Atlantic Blvd., Archt.

**PORT EVERGLADES**—Wilson-Toomer Fertilizer Co., Port Everglades, plans fertilizer plant addition and alterations; approx. cost \$32,000.

## GEORGIA

**ALBANY**—Engineering & Equipment Co., Albany, received bids for office and ware-

### New and Expanding Plants Reported in October 1954

120

First Ten Months of 1954  
1161

First Ten Months of 1953  
1656

house building. Rayburn S. Webb, 300 1/2 Broad Ave., Albany, Archt.

**ATLANTA**—Ben J. Massell, 40 Pryor St. S.W., plans exhibition hall, air conditioned.

**ATLANTA**—Second Realty Corp. received bid from T. C. McCarthy at \$91,222 for warehouse-sales building. James C. Wise, 305 Techwood Dr., N.W., Archt.

**ATLANTA**—Westinghouse Electric Corp., Atlanta, let contract to Jiroud Jones & Co., Walton Bldg., at \$123,734 for alterations to district combination building. Robert & Co. Associates, 96 Poplar St., N.W., Archts.-Engrs.

**DALTON**—Bryant Realty Corp., Dalton, received bid from Potter-Shackelford Constr. Co., Greenville, S. C., at \$280,900 for addition to factory building, leased to Lawtex Corp. Wilmot C. Douglas, Birmingham, Archt.

**FORT VALLEY**—Local investors plan baking plant, to be operated by Haut's Cookie Co., Olean, N. Y.

**GAINESVILLE**—Grain Elevator Co., Inc., plans 16 grain elevators.

**MOULTRIE**—Riverside Mfg. Co. let contract to Leo T. Barber, Moultrie, for gar-

ment plant. Robert & Co., Assoc., 96 Poplar St., N. W., Atlanta, Archts.-Engrs.

**NASHVILLE**—Berrien Products Co. plans enlargement and new equipment to increase its fertilizer manufacturing capacity.

**NEWMAN**—Southern Bell Telephone & Telegraph Co., Atlanta, received bids for Work Plant Center at Newnan. Robert W. Gilbeling and H. Griffith Edwards, 157 Peachtree St., N.E., Atlanta, Archts.

**PORT WENTWORTH**—Southern Paperboard Corp. let contract to Brice Bldg. Co., Box 1028, Birmingham, Ala., for cafeteria building at plant. Celi-Flynn, 335 Shaw Ave., McKeesport, Pa., Archt.-Engr.

**SANDERSVILLE**—Georgia Kaolin Co. plans new plant.

**SAVANNAH**—Hercules Powder Co., Savannah, let contract to Braum Construction Co., 2605 Whitaker St., for office building. Cletus W. Bergen & Wm. P. Bergen, 127 Habersham St., Archts.

**WAYCROSS**—Pierce Shoe Mfg. Co. let contract to Delta Constr. Co. and Paul H. Kesling at \$85,100 for shoe plant.

## KENTUCKY

**RUSSELLVILLE**—Rockwell Mfg. Co., Pittsburgh, Pa., plans new building, cost between \$800,000 and \$1,000,000, to produce meters, valves, power tools.

## LOUISIANA

**LOUISIANA**—Central Louisiana Electric Co. received bids for Pineville-Shady Oaks 138 KV transmission line.

**ALEXANDRIA**—Central Louisiana Electric Co. received bids for KV transmission line from DeQuincy to Ragley.

**ALEXANDRIA**—Louisiana Rural Electric Corporation received bids for KV transmission line from DeRidder to Ragley.

**CHALMETTE**—Kaiser Aluminum & Chemical Corp. let contract to R. P. Farnsworth & Co., Inc., 1515 Salcedo St., New Orleans, at \$248,500 for electrical maintenance building, paste plant building and pot relining building.

**GLENMORE**—Forest Hill Telephone Co., Glenmore, let contract to Sindling Constr. Co., Memphis, Tenn., at \$209,644 for new system in Glenmore area.

**HAMMOND**—Louisiana Power & Light Co. received bids for district office building.

**LAFAYETTE**—City of Lafayette let contract to General Electric Co. at \$435,276 for turbo-generator; to Elliott Co., New Orleans, at \$77,245, and to A. M. Lockett & Co., at \$234,390 for power plant.

**LAFAYETTE**—Ohio Oil Co., Commercial National Bank Bldg., Shreveport, let contract to Kelly-Coppedge, Inc., Fort Worth, for office building.

**MINDEN**—City Council let contract for power plants equipment and improvements as follows: Fairbanks-Morse Company, at \$362,471; distribution system including installation of switchboard—Jack Moorman, Shreveport, La., \$137,026; 13,200 volt line from light plant to West Acres, Guthrie Electric Co., Shreveport, La., \$42,850.

## MARYLAND

**MARYLAND**—The Chesapeake & Potomac Telephone Co., Baltimore, authorized expenditure of \$5,000,000 for improvements and expansion throughout state.

**BALTIMORE**—Bethlehem Steel Co. let contract to Maryland Metal Bldg. Co., Race & McComas Sts., at \$28,465 for storage building, 1030 Patapsco Ave.

**BALTIMORE**—Chevrolet, Baltimore, 2122 Broening Highway, let contract to Smith & (Continued on next page)

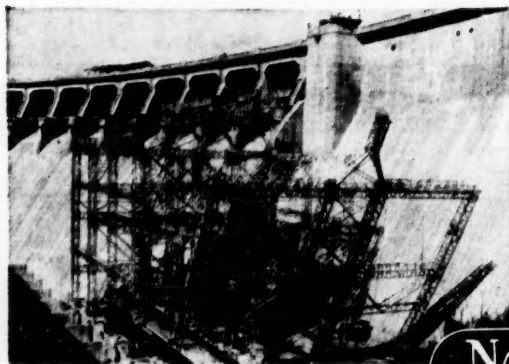
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**NASHVILLE BRIDGE COMPANY**  
NASHVILLE, TENN. — BESSEMER, ALA.



## NEW AND EXPANDING PLANTS

(Continued from page 13)

DeCorse, 5106 York Road, Zone 12, at \$5,000 for driveway office.

**BALTIMORE**—Monument Machine Co., 3505 Edlicott St., let contract to Armiger Constr. Co., 2127 Maryland Ave., for \$30,000 shop at 210 S. Janney St.

**BALTIMORE**—Shell Oil Co., 909 E. 22nd St., let contract to Wiesand, Inc., 4111 Wilke Ave., for office alterations.

**BALTIMORE**—Western Maryland Railway Co., Standard Oil Bldg., let contract to Kirby & McGuire, Inc., 2518 Greenmount Ave., at \$167,000 for freight shed, 600 N. High St.

**BALTIMORE**—Westinghouse Electric Corp. plans 2-story building at East end of plant on Fort Meade Road, to cost \$1,000,000. B. M. Brown, Manager, Air Arm Division.

**FAIRFIELD**—Hartol Petroleum Corp. let contract to W. E. Bickerton Constr. Co., Inc., 101 W. 22nd St., Z. 18, for office and shop building, Weedon St. & Carbon Ave. Jamison & Marks, 8 E. Mulberry St., Archts.

**HAWKINS POINT**—The Glidden Co., 2701 Broening Highway, received bids for four buildings at Hawkins Point.

**MIDDLE RIVER**—Glenn L. Martin Co., Middle River, received bids for Ordnance and Apartment facilities.

**SPARROWS POINT**—Bethlehem Steel Co. plans \$1,950,000 steel-plate mill.

### MISSISSIPPI

**BYHALIA**—Mayor received bid of \$32,568 from Slade and McElroy, Inc., Box 255, Gulfport, for natural gas distribution system and related transmission facilities. Allen and Hoshall, 65 McCall Ave., Memphis, Tenn., Archts.

**GRENADA**—McQuay Mfg. Co., Minneapolis, Minn., plans \$1,000,000 manufacturing plant. John L. Turner, 1060 Milner Bldg., Jackson, Miss., Archt.

**GREENWOOD**—Staple Cotton Cooperative Association plans 3-story sales building on Howard St. James E. McAdams, Bright Bldg., Archt.

**HATTIESBURG**—Hattiesburg Coca-Cola

Bottling Co. received bids for new bottling plant buildings.

**McCOMB**—Mississippi Box & Crate Co. let contract to Sherman Constr. Co., Box 1031, for new veneer plant.

**NATCHEZ**—Schlumberger Well Surveying Corp., 21 Perrault St., received bids for new office building and shop. Marvin C. Moore, 2006 W. Alabama Ave., Houston, Tex., Archt.

**PASCAGOULA**—City received bids for buildings and improvements for Pascagoula Veneer Co., Inc., at North Pascagoula and North Market Sts.

**PORT GIBSON**—Mayor let contract to Hyde Construction Co., Box 385, Jackson, at \$376,415 for natural gas pipe line and system.

**QUITMAN**—Board of Supervisors of Clarke County received low bid from L. C. Sykes & Son at \$204,976 for construction of addition to plant of Quitman Mfg. Co. Plumbing & Steam Piping, John Watts, Meridian, at \$30,472; Heating & Air Conditioning, South Central Heating & Plumbing Co., Jackson, at \$25,990; Electrical Wiring, Roy Riley, Quitman, \$39,948; Sprinkler System, Fell Automatic Sprinkler Service, Jackson, \$17,058; Chris Risher, Vise Bldg., Meridian, Archt.

**STARKVILLE**—City of Starkville let contract to White Brothers Electrical Engineers and Contractors, Box 784, Meridian, at \$14,778 for 2.88 miles of elec. distribution line.

**YAZOO COUNTY**—Board of Supervisors of Yazoo County, Courthouse, received bids for additions to Administration Building and new buildings for Mississippi Chemical Corp.

### MISSOURI

**ST. LOUIS**—St. Louis Cordage Mills, 1046 Lafayette St., let contract to Fruin-Colnon Contracting Co., 1706 Olive St., at \$42,000 for factory alterations. Rathemann, Koelle & Carroll, 316 N. 8th St., Archts.

**ST. LOUIS**—United Transports, Inc., 4900 N. Santa Fe St., Oklahoma City, let contract to Harmon Constr. Co., 100 S. Indiana St., Oklahoma City, for office building, 3431 Chevrolet St., St. Louis. Winkler & Reid, 1808 Classen St., Oklahoma City, Archt.

### NORTH CAROLINA

**ASHEVILLE**—Kearfott Co., Inc., near Asheville, received bid from Barger Constr. Co., Inc., Mooresville, N. C., at \$217,900 for new building. Six Associates, Inc., Asheville, Archts.

**BELMONT**—Belmont Converting Co. let contract to Flske-Carter Constr. Co., Greenville, S. C., at \$43,000 for filter plant improvements.

**BLACK MOUNTAIN**—Kearfott Co., Fred D. Herbert, Jr., president, Little Falls, N. J., plan \$1,000,000 electronics manufacturing plant. Contract for grading let to Perry M. Alexander Constr. Co., Six Associates of Asheville, Archts.

**CHARLOTTE**—Dixie Radio Supply Co. let contract to Boyd & Goforth, Inc., at \$48,085 for office and warehouse. Sloan & Wheatley, Archts.

**DURHAM**—Central Carolina Farm Exchange, Durham, let contract to S. M. Bradsher, Inc., at \$169,000 for poultry processing building. G. F. Hackney & Chas. F. Knott, Archts.

**DURHAM**—Central Carolina Farmers Exchange let contract to Hunt Constr. Co. at \$72,490 for hatchery building. G. F. Hackney & Chas. F. Knott, Archts.

**FRANKLIN**—Burlington Mills Corp. plan \$3,000,000 hosiery plant in Macon County, near Franklin.

**GASTON CO.**—Duke Power Co., Charlotte, plans new steam electric generating plant on Catawba River.

**GASTONIA**—Hinde & Dauch Paper Co., Sandusky, Ohio, plan to construct plant for making cardboard containers.

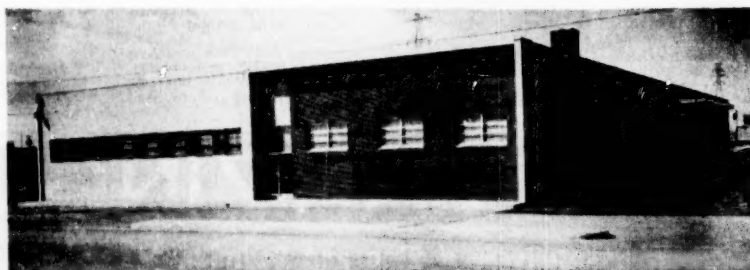
**LENOIR**—Kent-Coffee Mfg. Co. let contract to Price Piping Co., Asheville, at \$16,682 for heating system in Kent-Coffee Building. Six Associates, Inc., Asheville, Archts.

**LENOIR**—Kent-Coffee Mfg. Co. let contract to Brownlow's, Inc., Winston-Salem, at \$47,300 for heating system for Union Mirror Co., Six Associates, Inc., Asheville, Archts.

**RALEIGH**—News & Observer received bids for new building. Deltrick-Knight & Associates, Raleigh, Archts.

(Continued on page 60)

## TRINITY INDUSTRIAL DISTRICT



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## THE LEGEND OF THE WOODEN WALL

Thirty years ago J. Spencer Love, fresh from distinguished service as a youthful major in World War I, cast about for a place to put down roots. He chose North Carolina, and invested his small savings in a textile venture named for the city of its origin—Burlington.

For his first site he chose a cornfield, and the first Burlington Mill was unique. It had only three brick walls. Spencer Love ordered the fourth wall built of wood—temporary, for expansion. Burlington Mills began operation in the building with the wooden wall in 1923 with 200 employees weaving an untried chemical fibre—rayon.

The first Burlington Mill became the forerunner of over 75 Burlington plants and established the legend of the wooden wall in North Carolina's growth situation. Burlington Mills, in three decades of bursting out of wooden walls, grew into the world's largest textile manufacturer.

North Carolina, the world's leading textile producer, is proud of Burlington and the dynamic leadership that created the legend of the wooden wall and made it the symbol of the State's sensational industrial development. For Burlington's story is not unique in North Carolina. Scores of forward-looking industries in many fields have found in North Carolina the growth situations inviting them to build with "wooden walls".

When duPont chose North Carolina for its \$40,000,000 dacron plant in 1950, it acquired 635 acres to give room for expanding the original plant that required only 12. Westinghouse allowed vast growing room for its \$15,000,000 meter plant established in North Carolina in 1952. Western Electric has already burst through its North Carolina wooden walls with new plants. Cornell Dubilier has more than doubled its capacity. Olin Industries tore out the "wooden wall" of its

vast cigarette paper plant to expand into cellophane making. American Enka added a nylon plant to its huge rayon establishment. International Resistance doubled its capacity. General Electric and National Carbon quickly expanded their North Carolina operations. Cannon, Cone, Hanes and R. J. Reynolds are typical of North Carolina industries started with "wooden walls". The list is endless.

In the last two years 340 new industries built in North Carolina — every one with a figurative wooden wall.

Specific information on sites, labor and the environment that make North Carolina the leading industrial state in the advancing South is available from Ben E. Douglas, Director, Dept. of Conservation and Development, Raleigh, N. C.

**Friendly North Carolina**  
Where Industry Prospers



## LITTLE GRAINS OF SAND

*"Little drops of water, little grains of sand,  
Make the mighty ocean, and the pleasant land."*

**Full Employment?** There is no such thing as full employment in American industrial history, not even at the height of the greatest war effort ever undertaken and not even at the height of the greatest peacetime prosperity ever known. Even when jobs are literally going begging, there will always be people who for one reason or another are not working.

The greatest myth of all, perhaps, is that government, any government, can create full employment. We have seen that the Roosevelt Administrations could not come close to it and that the Truman Administration could not do it.

In 1933 the unemployment figure was nearly 12.9 million. Between 1933 and 1939 it never went below 7.7 million, despite the extensive pump-priming and make-work projects of the period. In 1939 it was almost 9.5 million. Thereafter, as the nation prepared for war, it declined and by 1944, when there were close to 12 million people in the armed forces, it was down to a record low of 670,000.

From 1946, the first full post-war year, through 1948, the number of jobless was never less than two million. In 1949 it was well over three million. By February, 1950, it was nearly 4.7 million. Even under the impact of the Korean War, there were not many less than two million idle in 1951.

This makes some of the complaints now being made sound a little incongruous.

**The Profit Motive.** The profit motive, one of the major reasons for our increasing productivity, is a powerful economizer as well as a stimulant. For the profit motive gives everyone incentive to make resources go further. That is its great social significance.

For twenty years the United States was governed by a regime which regarded profits as immoral. So strongly did this attitude influence some businessmen that they discarded the word "profits" in their financial statements and substituted "earnings" or "net income."

During those same twenty years business lived a regulated life, afraid to breathe without permission from Washington.

Today, we are living in a different atmosphere. The necessity for profits is recognized if business, small and large, is to furnish jobs for American workers.

**Picking the Umpire.** The Taft-Hartley Act perpetuated the basic flaw in the Wagner Act.

That flaw is an attempt to deal by political means with a problem which is economic, to set up by statute a haven for litigating matters which in all good sense and logic should be settled by negotiation between the parties concerned.

As long as a haven for litigation exists, one or the other of the parties to an industrial dispute will choose litigation if it believes that it can gain more by litigating than by negotiating.

Humans being as they are there will be a constant political struggle for dominance in the litigating body.

Here is an umpire that administers rules. Being no more saintly than they are, it is inevitable that men will try to fix the umpire. Neither side will ever be completely happy with an umpire chosen by someone else.

As long as labor disputes are to be settled by political means and by people who are politically appointed, political considerations will be the dominant factor in those disputes. And those disputes cannot be settled politically. They can

only be prolonged and their issues made obscure.

**"Liberal" Technique.** Many liberals came of age during the depression. They were neither poor nor hungry. But they fell for the "intellectual" line that Communism is the cure-all for every human ill.

Later, these liberals felt forced to repudiate Communism because of the record of Russian Communist

Progress results when bold individuals attempt to do something that can't be done and succeed.

(Continued on page 18)



# 2001

is exclusively a

# BUTLER

# NUMBER

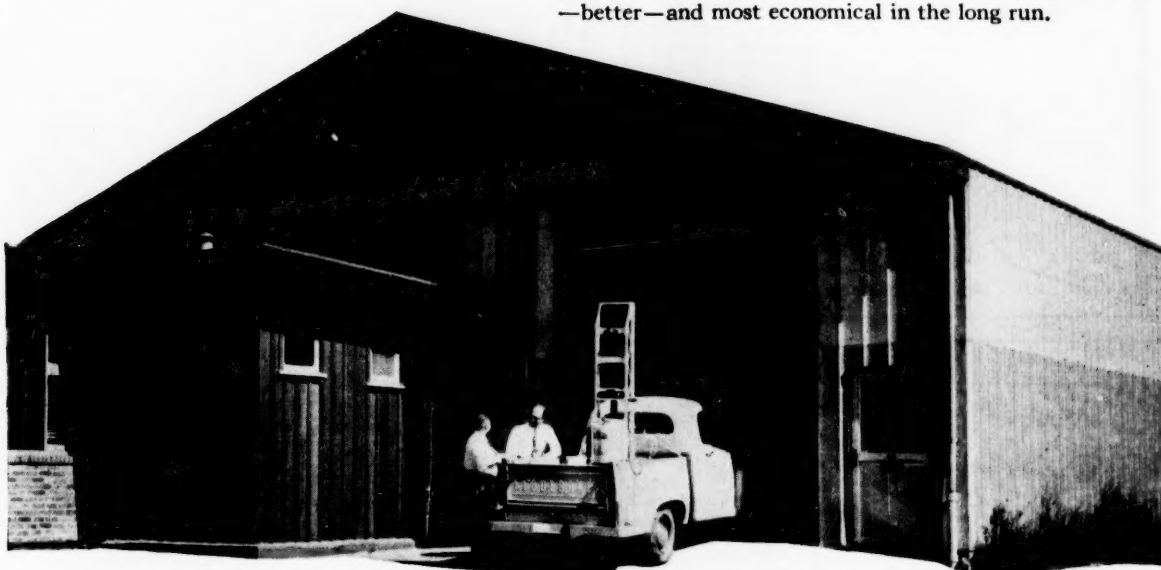
**It means a lot to you**—2001 is the number of operations performed on an average-sized Butler steel building. There are actually 2001 precision operations done by Butler, including die formings, gang punching, miterings, weather sealings—that are not general steel building practice.

**It means quick erection**—Every piece is finished. No shearing, welding, shaping in the field. No nails, no gingerbread cover-ups.

**It means sound buildings**—No gaps, no joints to flash! Your building is as airtight and weatherproof as any conventional type.

**It means low cost**—The saving in unnecessary metal alone is considerable. With every part completely finished, erection costs are low.

**2001 is not a fancy phrase** like “a thousand and one.” It’s real. It is what makes Butler steel buildings different—better—and most economical in the long run.



**Extras like these make BUTLER steel buildings your best buy**



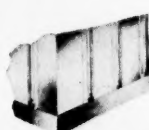
**Rigid frame** gives you clear spans. No interior posts, every cubic foot of interior space is usable.



**Bolts**—all bolts! Nails or hooks won't do in Butler buildings. Nothing holds and seals like a bolt.



**Mitering** is done where sidewalls meet eaves... a Butler extra that assures permanent joints.



**Weathersealed** windows and base. Factory-sealed, they are flush at every point and rain-tight.



**Die-formed** roof-ridge panel seals the ridge, eliminates makeshift field flashing.



**High-rib panels** are die-formed, have great deflection strength—easier to seal, better looking.



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OFFICES IN PRINCIPAL CITIES

## LITTLE GRAINS OF SAND

(Continued from page 16)

atrocities. But they remain in love with collectivism. And they loathe anybody who exposes the evils of collectivism (Communism or Socialism).

A proof of all this is the dual attitude of liberals toward ex-Communists. If an ex-Communist fights Congressional investigators, liberals entreat us to view the ex-Communist with tenderness and tolerance. If an ex-Communist cooperates with Congressional investigators, liberals scream that the ex-Communist is a hopelessly despicable character who is not to be believed.

**Growth of Research.** The growth of research in the last decade and a half has been spectacular. Expenditures for scientific and engineering research from 1940 to 1953 inclusive aggregated nearly \$30 billion. Of this amount, more than \$12 billion was spent by private industry. This amount is more than three times as much as was spent in the aggregate by industry, government, and non-profit institutions for 150 years prior to 1940. In 1953, total expenditures for research are estimated at around \$4 billion. The Federal Government accounted for 57 per cent of this amount; industry, 41 per cent; and non-profit institutions, 2 per cent. A large part of the Government's research work, however, is being done in private and institutional laboratories. In 1953, of total research activity in the country, laboratories of industry did 70 per cent; those of the Government, 20 per cent; and those of non-profit institutions, 10 per cent. In 1915, there were only about 100 industrial research laboratories in this country. Today there are more than 5,000 industrial concerns that perform research and development and employ around 192,000 scientists and engineers.

**Agricultural Progress.** Since 1940 the number of trucks on farms has increased 150%, tractors increased 200%, grain combines 400% and corn pickers 500%. In that same period the number of horses on farms has dropped 80%.

You'll find the results of mechanization in the figures on increased production by a decreasing number of farmers.

Of twelve major farm products, ten have shown increases in production since 1940. Meanwhile, farm employment has dropped from 9.5 million to 6.3 million.

Mechanization is being supplemented by intensive research which is helping to produce improved strains of plants and animals. The new strains are more resistant to drought and insects. The plants are more responsive to fertilizers and animals are maturing sooner with more edible meat.

Such achievements leave the advocates of rigid price supports out on a limb.

**A Remedy.** The noted economist, Dr. Wilford I. King, has proposed what he considers to be a simple solution for ironing out the peaks and valleys that have

(Continued on page 20)



we mean. For we've speeded up most of Southern's scheduled freight service. It's now better than ever, and constantly being improved. For example, our freight train No. 153 travels the route of our fine passenger train, "The Crescent," from Washington, D. C., to Atlanta, Ga., and its schedule is only 2 hours longer. Shippers and receivers save a day! And this is but one of many stepped-up freight schedules now in operation on the Southern Railway System. Take a good look at our "new look" in improved freight service. You'll like what you see. And you'll like it still more when you use it!

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# SOUTHERN RAILWAY SYSTEM

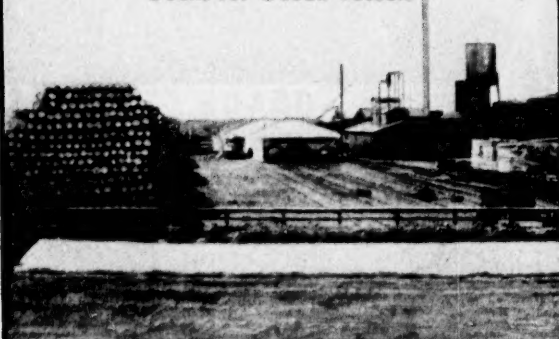
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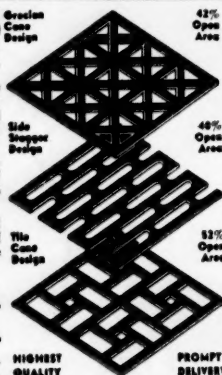
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## LITTLE GRAINS OF SAND

(Continued from page 18)

always appeared in our economic life. Here it is in his own words:

"Exchanging by government of newly created paper money for government bonds will do the trick. This will increase spending power and spending, but will not enlarge the government's debt—for both paper money and bonds are equally evidences of debt.

"Such exchanging should be accomplished by buying bonds in the open market and should be continued vigorously until business becomes active and employment is reasonably full. The position of the general price level index at this point should be taken as par.

"If, thereafter, the general price level index begins to climb, the process should be promptly reversed—bonds being sold to private parties (not banks) for money, and the money retired. This procedure should be continued until the general price level is brought back to par. And it should be kept at par indefinitely by buying or selling bonds as the occasion warrants.

"The evidence is strong that, if this simple procedure were followed assiduously, year after year, business would be kept running on a fairly even keel, and mass unemployment would not occur unless the labor unions threw a monkey wrench into the nation's economic machine by pushing up wage rates faster than production increased."

**The Free Market.** When this institution began over eight years ago, we named it the Foundation for Economic Education for the simple reason that we then believed that the answer to growing statism was to be found in a better and wider understanding of the economic facts of life. My views, at least, have changed. The problem lies deeper: Unless an individual has a set of fairly high moral values, he cannot even understand the purpose of the free market.

The free market is the place or mechanism whereby men are enabled to satisfy their material desires in the most just and economical manner. Now, let's imagine a person totally bereft of all moral values, a person having no sense of justice, no concept of right or wrong about his own or anyone else's tomorrow, a person not at all sensible to either the feelings or the rights of others—past, present, or future. Such a person would find robbery the most economical means of satisfying his desires. Or modify his moral values only slightly, and the most economical means would be to organize the political apparatus and have it take from others to aid him and his causes.

Now, imagine a person of moral quality, one who recognizes the extent to which he is a beneficiary of the past and, possessing a sense of justice, sees that he is, as well, a progenitor of the future; one who believes he should no more do injury to a citizen of the future than to himself, his family, or other contemporaries. Given this moral setting as a premise, he will use only free market concepts in figuring how to satisfy his material desires economically. Without this setting, no person is fitted intelligently to study economics. Without this setting, there can only be the study of political and material trickery, sometimes called "economics."—Leonard E. Read, Pres.



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## There's more than one way to *make a profit*

Profit does not necessarily come from greater sales volume. Many companies—number two, three and even four in their respective fields, volume-wise—show a better profit than the number one company.

Perhaps the soundest, certainly the easiest and least expensive way to increase profit is by cutting costs.

When cost-cutting is considered, generally the first operation to come under surveillance is the production line. However, the production line is only one of many operations where out-of-line costs can be found.

Because out-of-line costs exist (and lie hidden) in sales and administration as well, and because of the many difficulties encountered in uncovering them and bringing them back into line, more and more successful businesses are availing themselves of competent management counsel to accomplish this highly desirable end.

Management counsel brings to cost

analysis a multitude of up-to-the-minute procedures and techniques with which the average executive, charged with the day-to-day running of his company, could not possibly find the time to acquaint himself. Moreover, it places in the picture an unbiased, outside viewpoint—uncolored with sentimental or other considerations. In addition, for cost-cutting changes that involve union negotiation, management counsel makes available a corps of experts, skilled at such negotiation and with the necessary background.

As with other services rendered by management counsel, the cost is generally more than compensated for by the results obtained—and the rapidity with which they are obtained.

If you feel *your* profit picture could be improved through the uncovering and correction of hidden, out-of-line costs, you will find many good management consulting firms to choose from.

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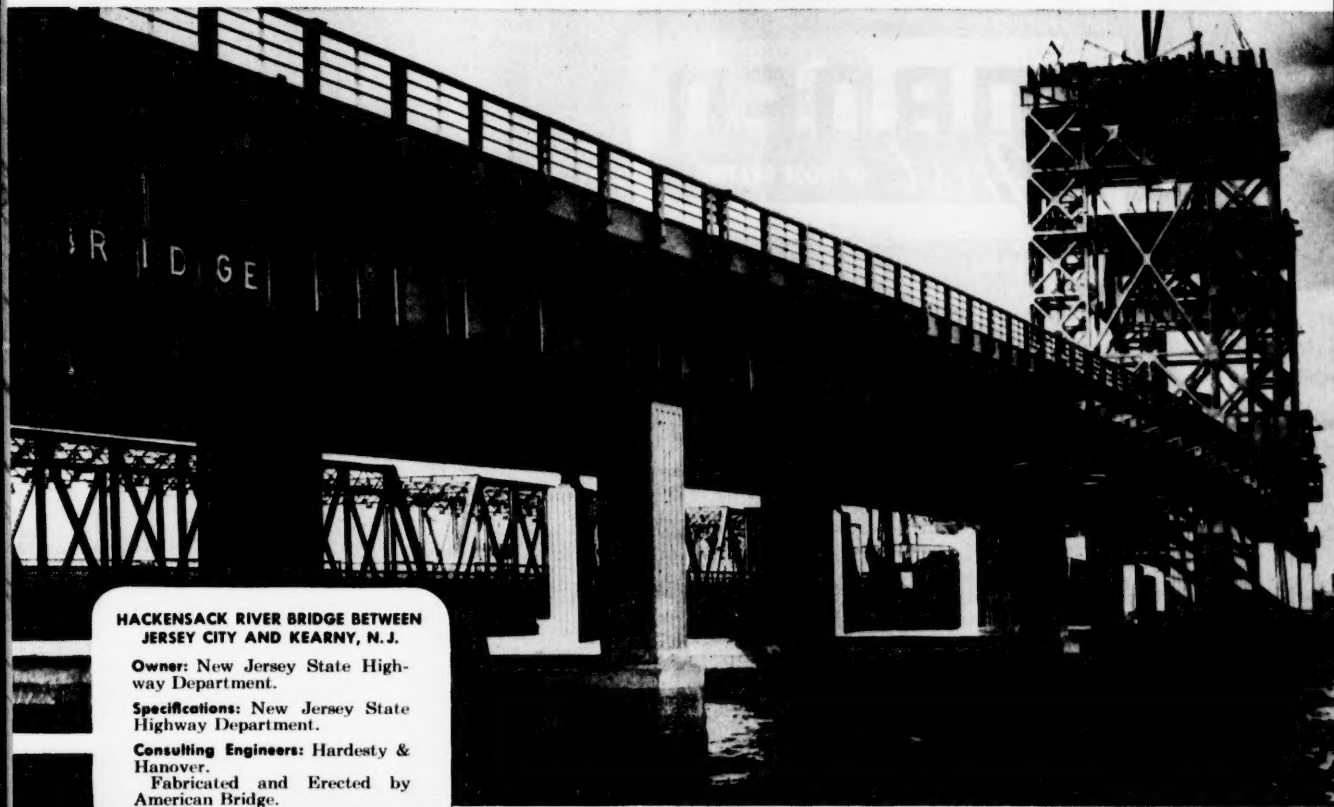
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# AMERICAN BRIDGE spans the Hackensack again!



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**Specifications:** New Jersey State Highway Department.

**Consulting Engineers:** Hardesty & Hanover.

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*Providing broader roadways and wider channel,  
new structure on U.S. Routes 1 and 9 between Jersey City  
and Kearny speeds highway and river traffic!*

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Replacing a lighter, narrower bascule bridge, the new wider, higher Hackensack River Bridge is an important contribution to both highway and river traffic in this busy industrialized area. The new bridge increases the channel width and

shortens operating time and traffic delays.

Carrying two 36-foot roadways, a 4-foot center mall, and two 6-foot sidewalks, this 1,480-ft. bridge is dominated by a 222-ft. thru truss lift span that is supported by towers 149' high and 81'4" wide. Seven thousand tons of structural steel were used in the bridge, all of which was fabricated and erected by American Bridge.

These Hackensack bridges are recent examples of American Bridge engineering, fabricating and erecting "know-how." If you would like to know more about the advantages of American Bridge construction, contact our nearest office.

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*"What Enriches the South Enriches the Nation"*

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## Isn't This Promotion?

On October 1st, the Federal Power Commission granted a conditional "Certificate of Convenience and Necessity" to the American Louisiana Pipeline Company to build a pipeline under most peculiar circumstances.

Despite the fact that the company's ability to obtain an assured supply of gas and to arrange proper financing are subject to serious question, the Commission rendered its favorable decision. It is not even known that the company can submit a rate schedule which can be properly approved.

The Commission also was made aware of the fact that this gas line was not economically feasible without a high percentage of industrial business, including boiler fuel. Apparently, the only basis for the unprecedented action was the fact that if this certificate was not granted by October 1, American-Louisiana would lose its tentative gas purchase contracts and thus presumably be unable to build the line.

The following pertinent paragraph was included in a Federal Power Commission release: "American Louisiana's gas purchase contracts provided that the sellers could terminate them on or after October 1 if the company had not secured its FPC certificate. Pointing to the 'crying demand' for additional gas in the Michigan-Wisconsin area, the majority said that it did not believe that it 'would be consistent with our responsibilities, during this transitional period resulting from the United States Supreme Court decision in the Phillips Petroleum Company case for us to adopt any procedure for enforcing the mandate of the Phillips decision, which might result in a collapse of the American Louisiana project to the detriment of the public welfare.'"

As to the "crying need," the only "crying" that was done was by Michigan and Wisconsin politicians and the gas companies themselves. There were no cases of hardship proven, either in homes or industrial plants. The only exhibits as to proposed sales of industrial gas showed that coal, oil, and bottle gas would be replaced by natural gas in process and for boiler fuel. The fact

that a large percentage of the industrial interruptible gas was actually for boiler fuel was given little if any consideration.

Witnesses for the coal and railroad interests introduced testimony showing the amount of boiler fuel involved and the fact that the boiler-fuel customers are now paying less for coal than they would for gas under the proposed rate schedule, and that the ones using oil for boiler fuel are paying a substantial premium for this privilege. Thus, while gas for industrial use is less expensive than oil, coal is less expensive than either. It is significant that no actual contracts or even tentative agreements were shown with any of the companies listed as potential customers for industrial gas.

The Chairman of the FPC and one Commissioner said in a minority report opposed to the decision by the majority, that a legal certificate could not be granted in this case. Apparently this had no effect and the pipeline will be built and several hundred thousand tons of coal and its equivalent in oil be replaced.

The FPC was set up to protect the public against inadequately financed pipelines built without adequate gas supplies or adequate markets, among other things. In this case, the majority of the FPC seem to be worried more about a pipeline company losing some contracts than they are about the need for the gas or the effect on other fuels, or for that matter on the public at large.

The certificates granted by the FPC give the interstate pipeline companies the same general type of monopoly which is granted to distributing companies by cities or other local authorities. There has been scarcely any effort to conserve natural gas for superior uses; the principal concern seems to have been to spread gas as far and wide as possible.

In our opinion, the FPC seems to have lost sight of its primary function as a regulatory body to protect the broad public interest in the interstate commerce of natural gas and that it should never have the semblance of a promotional and protective agency for the exclusive benefit of the interstate gas pipelines.

# Domestic Economy Better Than Politicians Indicated

The story of unemployment and the real facts about Dixon-Yates obscured.

By Robert S. Byfield

The elections have come and gone. Irrespective of the outcome, certain facts seemed to us to be evident. One was that, for many reasons, the Republicans had failed to state their case as effectively as they might and sell it to the voters. Considering the enormous importance of the stakes, we feel that some soul-searching is in order. On the domestic economic and financial issues the Democrats may have possessed the edge on a superficial basis, but the fundamentals were all in favor of the Republicans. Some of the facts actually came out in the closing days of the campaign, thanks to President Eisenhower himself and Secretaries Humphrey and Mitchell. Unfortunately, the lower ranks in the Party either were not properly informed or were not in a position to carry the message further down to the "grass roots."

As we see it, the Eisenhower Administration came into power when employment was in very high gear and, conversely, when unemployment was at a minimum, the hot war in Korea was raging and the U. S. Treasury was heavily in the red as was usual during the preceding twenty years. The "mess" so often talked about in the 1952 campaign extended into the area of defense spending and when the new Administration took over it faced a herculean task of putting matters in order. The Democrats had left a baby on its doorstep in the shape of \$81 billion of orders and commitments, much of which could not be cancelled or otherwise eliminated. Farm prices were already falling. Money rates were very low and credit was being freely extended to maintain the economy in the fashion to which it had long been accustomed.

Then came Ike and his group. Inflation had to be halted. Our economy is peculiarly sensitive when it comes to monetary policy and its effects are all pervading. The brakes had to be applied but not so abruptly that we would go through the windshield. The first six months of the Administration's fiscal policy ran into some rough spots, particularly with respect to the new long term Treasury issue of 3½s which was widely criticized by friends and foes alike on various grounds, —some valid, some biased. After a while business inventories began to pile up and the credit policy was reversed in what has now come to be regarded as a most skillful operation. As the Fall and Winter of 1953 came, the cry went up among many people that we were headed for a "recession" or something even worse. Among its other burdens the Administra-

tion was obliged to face a worsening on the psychological front both here and abroad. Naturally, the Democrats were gleeful. There were many people who actually had a vested interest in a new drastic decline in the economy and they were aided by Marxists of all descriptions from the extreme Left to those of a light pinkish hue. Of course, the dire predictions which were so current a year ago have not materialized and the economic indicators are now showing an upward trend, which is fundamental and not merely seasonal.

At this writing the latest available figure for unemployment is 2,700,000. Unemployment is never good, even small unemployment, but we feel that the steadily declining number of men and women out of work in 1954 should absolve the Administration of the type of criticism which it has received from its Democrat opponents.

An unbiased, post-election verdict must credit the Eisenhower Administration with having achieved a remarkably successful transition from a hot war in Korea to a condition of peace, uneasy though it may be. Hypocrisy is not unusual in the midst of an election campaign. It is usually recognized by the voters, but it must be said that the Republicans, with some exceptions, failed to point out that in 1949 when unemployment averaged 3,800,000 or considerably above the November 1, 1954, figure, President Truman was then relatively complacent. In his Mid-Year Economic Report issued in July, 1949, analyzing the statistical studies of his Council of Economic Advisers, he stated flatly that he did not consider this unemployment which was over 5.5% of the labor force was serious enough to warrant emergency measures. After the issuance of this report, the situation deteriorated further and by the Winter of 1950 unemployment had risen above 7%. It took the Korean conflict to "bail out" the Truman Administration.

Frankly, the Republicans had an excellent talking point in this comparison and in numerous others, but they failed to take the ball and run with it.

Perhaps an even greater example of ineptitude in the propaganda battle is the failure by the Republican high command to explain to the public the true nature of the Dixon-Yates power "deal." At a recent meeting of the Public Relations Society in Washington the publisher of a prominent "liberal" newspaper stated that Dixon-Yates was a horrible example

of how a story could be mishandled. Admittedly the technical, engineering and financial details of this transaction are far too complicated for the average person to understand. But there are some simple facts which stand out clearly and these could have been boiled down and set forth very easily.

Like the investor-owned electric utilities, the TVA does not generate enough cash by its operations to provide for yearly additions and betterments. The demands for electric power are growing rapidly in practically every section of the United States. While the private utilities raise funds to build new plants by selling stocks and bonds to investors, the TVA must apply to Congress to obtain funds for this purpose. Planning ahead in this fashion the TVA asked Congress for money to build a steam electric generating plant at Fulton, Tennessee, but both the House and Senate rejected its request twice in 1953 and 1954. Moreover, in keeping with his campaign pledges made in 1952, President Eisenhower in order to keep expenses down to a minimum was anxious to avoid this extra cost which would have required \$100,000,000 of taxpayers' money over a three year period.

Besides this fiscal reason, an ideological factor was involved. After all, the history of the TVA has been one not only of physical growth but a steady encroachment upon private enterprise. Started over twenty years ago as a conservation, flood control and navigation project it was authorized in its enabling act to sell whatever surplus electric power might be generated from its hydro electric multi-purpose dams. The function of generation and distribution of electricity was not otherwise mentioned. First the TVA built additional power dams. Then it demanded the right to build a steam generating station "to firm up" its hydro power during seasons of low water supply. Then it came to Congress for money to build steam stations, period.

President Eisenhower in a campaign speech in the Fall of 1952 referred to the TVA as "creeping socialism." In coming to Congress with the Fulton project the TVA was no longer "creeping." It proposed to put on seven league boots and jump 80 miles out of its valley to build a facility actually located on the Mississippi River. Had this request been granted a dangerous precedent might have been set. The Eisenhower Administration in encouraging private capital to offer to build a power plant at West Memphis, Arkansas, instead of a TVA plant at Fulton made a historic decision. It said to the TVA, "You have gone this far but you can go no farther."

The misinformation about Dixon-Yates and the torrent of biased comment about it would fill many pages. One example will suffice. It was alleged that the private companies were guaranteed a 9% return on their estimated cost of \$107,250,000. The truth was: first, that there was no guarantee, and, second, that the overall return on the project was about 3½% and not 9%. And so it goes.



# Southern Disadvantage Can Become Opportunity

**Excess Labor Pools Depress Incomes;  
But Enhance Expansion Prospects**

**By Caldwell R. Walker**  
*Editor, Business Trends*

*This is the fourth and last article in a series by Mr. Walker analyzing the facts responsible for the disparity between per capita income in the South with that in the rest of the Nation*

Articles in three foregoing issues of the RECORD have presented convincing evidence of Southern equality, or near equality, of income so far as urban centers are concerned.

The bald fact stands out, on the other hand, that somewhere along the line, Southern incomes fall desperately in their race with those of other regions and of the United States at large.

If it is not in the cities that this failure occurs, it logically must be elsewhere, and there are but two other places to look.

Aside from urban centers there are two other types of community. There are those that are more rural than urban but are built around small towns and villages. And also there are those communities that are strictly rural in character in which agriculture forms practically the sole economic support.

It is in these last that the trouble spotlight on Southern income is to be found, and, therefore, attention will now be focused upon analysis of this type of community.

What is needed for the purpose is selection of comparable communities—one in the South, and one elsewhere—that are similar in economic structure.

A thoroughly ideal selection could be made only after longdrawn and meticulous study, but by eliminating all but the strictly agricultural segment of population, it should be possible to get an enlightening comparison from any two communities that are reasonably similar in structure.

Two such counties are Greene in Illinois and DeSoto in Mississippi.

Per capita income in Greene County in 1953 was \$1,000; in DeSoto County it was \$625.

The ensuing set of tables presents the salient points necessary for the desired analysis.

Before examining the details of the foregoing data, it would be well to dis-

pose of another question that frequently arises with respect to low farm income: How does the soil of DeSoto County compare with that of Greene County? The answer is as follows:

In Greene County, Illinois, 321,000 acres were farmed in 1953, with gross receipts (including home consumption) of \$19 million. Average amount of receipts per acre was \$60.

In DeSoto County, Mississippi, 275,000 acres were farmed, with gross of \$17 million—an average of \$62 per acre.

For the present analysis, this result should definitely set aside any consideration of soil disparity. In fact, if the entire farming area of the South is compared in like fashion with all that of the United States, the advantage apparent in Southern soil will become even more forcibly accentuated.

So, it becomes inevitably a matter of human, and not natural, resources with which income analysis is concerned.

**TABLE I**  
**POPULATION—1953**  
(000)

Community	Total Population	Farm Population	Farm Labor Force
Greene Co., Ill.	19	7	5
DeSoto Co., Miss.	25	20	10

**TABLE II**  
**FARM OUTPUT—1953**  
(per capita of population)

Community	Farm Rcpts. (mil.)	Farm Population	Per cap. Rcpts.
Greene Co., Ill.	\$19	7,000	\$2,715
DeSoto Co., Miss.	17	20,000	850

**TABLE III**  
**FARM OUTPUT—1953**  
(per capita of labor force)

Community	Farm Rcpts. (mil.)	Farm Labor Force	Per cap. Rcpts.
Greene Co., Ill.	\$19	5,000	\$3,800
DeSoto Co., Miss.	17	10,000	1,700

**TABLE IV**  
**FARM ACRES—1953**

Community	Farm Acres	Farm Population	Per cap. Acres
Greene Co., Ill.	321	7	46
DeSoto Co., Miss.	275	20	14

Looking, now, at the details of the tables, those in Table I are presented more as a matter of general information than for the purpose of analysis.

The table does show one thing that will be found to hold true in most such comparisons, and this is to the effect that even in strictly rural communities, such communities outside the South contain a lower percentage of farm workers than will be found in the South. Out of a population of 19,000, Greene County has but 7,000 depending totally upon agriculture for income. Others are distributed among utilities, trade, construction and service in good proportions. In DeSoto County, on the other hand, 20,000 out of a total population of 25,000 earn their incomes through farming.

This disparity, however, must be eliminated in the strict terms of the analysis now being conducted. What is needed to be known is this: How do Southern farm workers fare in comparison with those outside the South. Tables II and III answer this question.

So far as farm population is concerned, including those who work on farms and those who merely live there and depend on farm workers for their livelihood, the per capital relationship is \$2,715 for each inhabitant of Greene County, contrasted with \$850 for each inhabitant of DeSoto County.

In the matter of farm workers or farm labor force, the contrast is not so extreme, but is still very impressive. Farm workers, including farm owners, average \$3,800 a year in Greene County, against \$1,700 in DeSoto County.

How can this be true? How can workers, who are applying their efforts to production on soil that at least is the equal of another community, fall so far short of that other community in individual gain?

The answer is made clear in Table IV. Southern soil, fertile though it is, is called upon to support far too many inhabitants, and likewise too many workers.

With a lower number of acres per worker, it is almost inevitable that individual income likewise will be lower.

Previous instalments of this series of articles provided some surprises with respect to Southern Urban Income. But in this last analysis, dealing with Southern Rural Communities, there can be found little surprise for anybody.

The spotlight of Southern income trouble is to be found shining on the farmlands of the South.

Too many people; too few jobs. What can be done about it?

A number of things, most of which already are being done in a big way, with definite results of steady improvement.

Also some things which it is possible

(Continued on page 53)

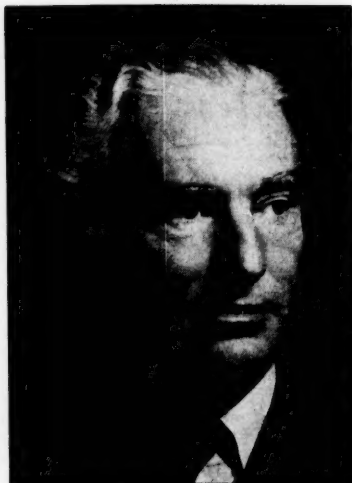
## **BOWATERS DEDICATES TENNESSEE PLANT**

The biggest newsprint mill to be built in the United States in more than a quarter-of-a-century was dedicated last month at Calhoun, Tennessee, by the Bowaters Southern Paper Corporation, an American subsidiary of The Bowater Paper Corporation, Limited of London, the world's leading producer of newsprint.

Costing \$60,000,000, the new plant represents the largest investment by British industry in this country since the end of World War II. Moreover, Bowaters is the first paper manufacturer to build a newsprint mill in the South financed entirely from its own resources.

At ceremonies attended by some 500 Southern newspaper publishers, paper industry representatives, Federal, State and local officials, as well as top Bowater personnel from many parts of the world, Sir Eric Vansittart Bowater, chairman of Bowaters, described the Tennessee mill as "a shining example of 'trade not aid' between Great Britain and the United States."

The mill's significance to the U.S. as an additional source of newsprint—more than 80 per cent of which has to be imported—is reflected in the fact that its entire output for the next fifteen years has already been sold to publishers of newspapers in 128 cities in 14 Southern States.



**Sir Eric Bowater**

Its initial annual production, which got underway in July, is 130,000 tons of newsprint and 55,000 tons of sulphate (kraft) pulp. The kraft pulp produced in excess of the mill's newsprint requirements is being shipped to Bowater mills in the United Kingdom where it will be used to make newsprint and other paper products.

Financing of the project was a joint Anglo-American venture. Considered a "sound dollar investment," the British Government, then headed by the Labor Party, granted Bowaters permission to transfer \$15,000,000 in British funds to supply the equity capital for the new American company. Loan capital, however, was raised in the United States. Morgan Stanley & Co. arranged the subscription by twelve American insurance companies of \$37,500,000 in mortgage

bonds, while five leading American banks headed by J. P. Morgan & Co. agreed to take up \$7,500,000 in serial notes.

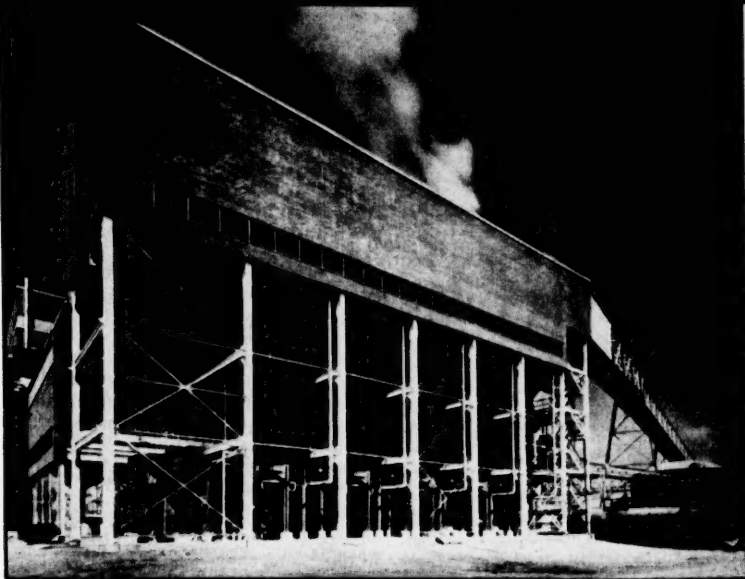
Governor Frank Clement of Tennessee and Peyton Anderson, president of the Southern Newspaper Publishers Association, participated in a double plaque unveiling ceremony. Welcoming the Bowater Organization on behalf of Tennessee and the Southland, Gov. Clement hailed the mill as another step forward in "the South's enlightened industrial revolution."

*(Story continued on page 58)*

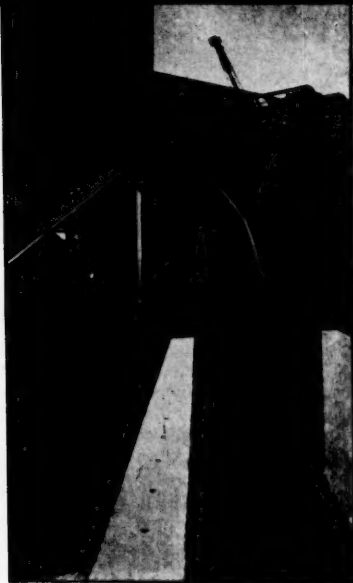


**Aerial view shows 1,800 acre site of Bowaters pulp and paper mill on the Hiwassee River at Calhoun, Tennessee, forty miles northeast of Chattanooga.**



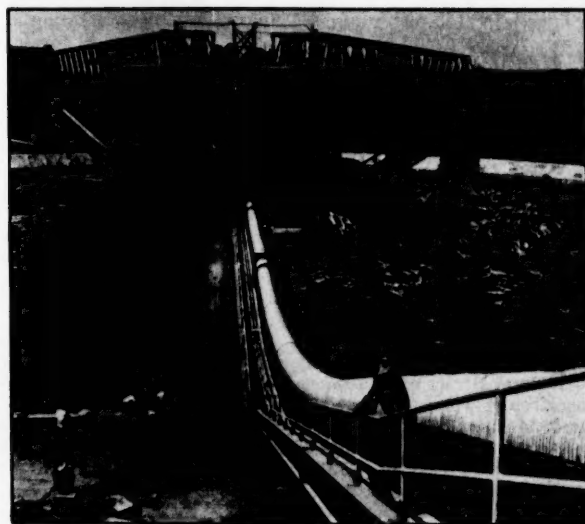


Exterior View of digesters at the Bowater Southern plant.

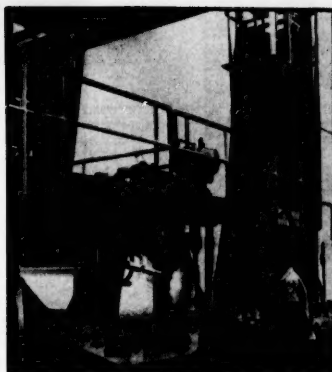


Spray flies high in the log flume.

The log pond at the Tennessee mill. In this great basin measuring 500 feet across the top 30,000 cords of pulpwood are stored underwater, to prevent decay.



Giant pressure cookers disintegrate chips into a fibrous state, to produce strong white chemical pulp.



Push button control at the wet end of the pulp dryer and throughout many parts of the plant.

# Basic Industries Campaign To Attract Customer-Plants

By Sidney Fish  
*Industrial Analyst*

New patterns of industrial growth are unfolding in various parts of the country which should contribute substantially to the expansion of industry in the South. Wherever a section of the country has been successful in recruiting basic industries, such as chemical, steel or paper plants, it is finding it possible to attract new industries which use the raw materials produced by these primary plants.

In some cases, the raw material producers on their own initiative are seeking to attract new consumers of their products. This is a relatively new trend. In other cases, the raw material producers are joining with industrial development groups representing state, city, railroads or public utilities in attracting processing plants which will use the output of the basic industries.

Several steel and chemical companies have recently launched aggressive attempts to attract new customers to the area around which their plants are located. Much more of this type of promotion could be used successfully by Southern industrial areas, which have already won a big share of the nation's basic chemical and aluminum producing ca-

capacity, and which are steadily winning increased steel capacity.

On the Pacific coast, the Columbia-Geneva Steel Division of U. S. Steel Corporation has issued a promotional pamphlet pointing to the adequacy of steel supplies for local consumers. The U. S. Steel Division is attempting to attract more Pacific Coast factories which will use Pacific coast steel to make auto parts for auto assembly plants in that area. This is certainly an activity from which the South can derive a lesson.

The Columbia-Geneva brochure points out that every year, the West receives from other areas—principally Detroit and the Midwest—about 1 million tons of automotive parts for assembly plants and for use as replacement parts in used cars and trucks.

Southern auto assembly plants similarly could place greater reliance on local sources, instead of receiving shipments from Detroit.

Large savings in freight can be effected when an assembly plant can purchase its supplies from a nearby parts producer. Other economies, too, are obtainable. It is not necessary to maintain as large a

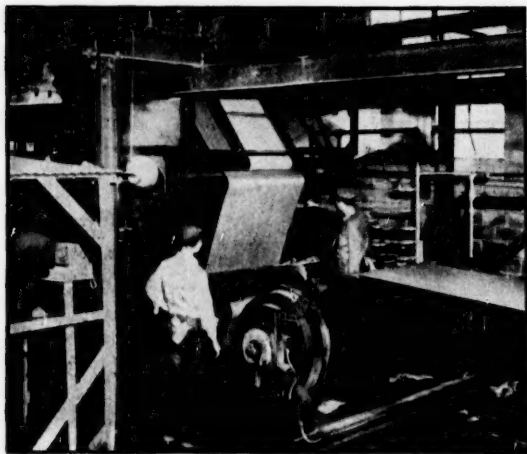
stock of reserve parts, to assure uninterrupted production when the parts plant is at the back door of the assembly plant. In effect, the assembly plant can use the parts plant as an extension of its own assembly line, by skillful scheduling of deliveries.

The promotional activities of U. S. Steel on the Pacific Coast are not unique. Bethlehem Steel's huge Sparrows Point plant in Baltimore has for some time gone on the theory that the best steel customer is the one located nearby. It has successfully recruited container plants and other steel consumers to the Baltimore area, through a long-range market development program.

In most cases, Southern steel plants endeavoring to attract new customers would be aided by the fact that rich markets exist nearby for the customers' products. Thus, plants that make air conditioning equipment are moving to the South, because the center of the nation's air conditioning market is near the Mason and Dixon line. Manufacturers of tin cans and other containers are assured of growing markets in the South, as paint factories and other consuming industries decentralize. In the Southwest, a large complex of plants making equipment for the oil producing and refining industries has grown up, and these plants have become big users of steel, most of it produced in Texas and nearby Southern states.

A good deal of cross hauling of metals and chemicals could be avoided, if the South were to attract additional consumers and processors of raw materials. In aluminum ingot production, for example, the South leads the nation. Yet only a small proportion of aluminum rolling capacity is in the South, because the aluminum companies feel that the center of their market is in the Midwest. This means that aluminum used in roofing Southern barns is often produced in Southern pot lines. This ingot metal is often shipped to northern rolling mills, then it is returned to the South for fabrication into roofing.

Already, recognizing the shift of markets, Reynolds Metals is expanding its



Complementary manufacturing in Mississippi.—Corrugated cardboard comes off the rollers (left) at Great Southern Box Co., Jackson, and is used to pack Fitch hair tonic which is bottled in Knox Glass also made in Jackson.

rolling capacity in Alabama. Some day, a larger proportion of aluminum sheet capacity will be in the South, and thus cross hauling of aluminum will be avoided, to the advantage of the South and of local industries.

It must not be forgotten that when shortages arise in basic materials, the consuming plants located closest to the producers of steel and other raw materials generally receive the best treatment on allocations and shipments, because the primary producer knows that he will not lose his nearby customers when shortages are eased, whereas he is always a little dubious whether he will be able to hold on to the distant customer.

In the chemical industry, numerous opportunities exist for attracting new plants which will consume the output of the chemical plant. Some of these opportunities are already being seized. For example, the National Carbon Division of Air Reduction Company has built a huge \$20 million calcium carbide plant at Calvert City, Ky. National Carbon has bought 1,800 acres of nearby ground, which it is selling to its customers as sites for new plants. Pipeline shipments of acetylene and other chemicals to nearby consuming industries is the most efficient method of shipment.

Already several big chemical processing industries have been brought into the Calvert City area. B. F. Goodrich Chemical Co., for example, gets acetylene by pipeline from the nearby National Carbon plant. Goodrich uses this acetylene to make Koroseal, which in turn is used in making raincoats, shower curtains and hundreds of other consumer products. In time, Goodrich Chemical probably will attract some of those plants which consume Koroseal to the Calvert City area.

The possession of raw materials industries is a big advantage that will weigh more and more heavily in favor of the South as time goes by. Freight costs have become too expensive to attempt to ship heavy materials like steel, chemicals, aluminum, etc., from the North to the South. Each boost in freight rates makes possession of a Southern raw materials industry more valuable, to the owner of the plant as well as to the area in which that plant is located.

An illustration of how manufacturers are decentralizing their production to save freight costs is provided by the auto industry. In the first half of this year, the proportion of auto production accounted for by Michigan amounted to only 30.8 per cent of the nation's total, as compared with 35.8 per cent a year ago. While this drop reflects in part the reduced share of sales accounted for by some of the independent producers, such as Packard, for the most part it represents increased reliance by the Big Three's decentralized assembly plants on local sources of supplies. When markets become competitive, ways to save money by reducing freight costs become increasingly important.

Aside from the market for cars, there is a considerable aftermarket for replacement parts which can be supplied best

by local plants. Thus, G & O Manufacturing Company, a producer of auto radiators in New Haven, Conn., over a year ago began to make these parts in a modern streamlined plant in Jackson, Miss. This plant is equipped to produce any type of auto radiator for the replacement market. It sells its products through distributors located in the South and the Southwest, saving large sums on freight and other costs compared with shipments from New Haven.

Jones & Laughlin Steel Corporation, similarly, has announced plans for constructing a new container division plant on the J. & L. property at West Port Arthur, Tex. The new plant will provide increased services to the J. & L. customers in the oil, chemical, paint and food industries in the Southwest. With competition keen, better, quicker service is often the factor that enables one company to increase its share of the business obtainable in a given market.

The opportunities are vast for recruiting fabricating and processing plants which would be served by manufacturers of steel, chemicals and other raw materials. The surface has been scratched, but big industrial gains may be realized if the effort is placed on an organized basis.

Industrial development groups should approach raw materials producers in their areas and develop coordinated campaigns designed to bring specific types of industries into the community. The time has long ago passed for hunting new industries in vague general terms.

The most successful recruitment today is being accomplished where communities study their assets, and then attempt to enlist plants which are most likely to draw direct and valuable benefits from the areas' strong points.

Around most of the big raw materials plants in the South, future growth will be most rapid in consuming industries serviced by those plants. A steel mill town should seek auto parts plants to serve nearby assembly plants or the aftermarket. Areas where basic chemicals are produced should try to recruit specific producers of semi-finished or finished chemical products. Direct mail and personal solicitation campaigns aimed at these industrial users of local basic products are sure to pay off.

In some cases, Southern industrial communities would do well to seek the guidance of management consultants who are equipped to make studies of the area's supplies of materials, its labor resources, its water supplies and its power rates. Armed with this information, a campaign could be aimed at specific industries which are known to be planning expansion. Chemical plants could be invited, for example, to establish new fertilizer plants in areas where the farm market is good, and where natural gas supplies are available. Aluminum companies could be told about the advantages of setting up rolling mills to serve specific Southern uses. Auto parts companies could be induced to set up branch plants, on the basis of the great increase in the Southern market.



# Bushy Parks' Gift to Charleston

## 10 Billion Gallons of Water Per Day

By: William McG. Morrison, Mayor

The lack of an adequate supply of domestic and industrial water is such a critical issue in many parts of our country that it is almost impossible to realize the proportions of a project that will make available one and a half billion gallons of pure, fresh water every twenty-four hours, and the simple possibility of increasing this billion and a half gallons to ten billion gallons per day, giving countless industries the opportunity they have been seeking for so long a time.

On the sites of what once were old plantations of the South, fifteen miles from Charleston's city limits, will rise smokestacks in a vast industrial development program, the like of which this nation has never witnessed. The project, being jointly sponsored by the City of Charleston and Berkeley County, will be located just beyond the Charleston County boundary line in Berkeley County. This tremendous industrial project will be known as Bushy Park, the appellation given the property when it was a plantation. The land is nestled between Back River and Cooper River and is in the offing for any type of manufacturing plant desiring to benefit from this natural abundance of water, so badly needed by "thirsty" industries already in operation and others that will be erected.

As Mayor of this progressive city and one that will be far more progressive with construction of the Bushy Park Project, I am delighted to report that The City Council of Charleston and the Bushy Park Water Authority already have put into motion the machinery to convert the idea from dream to reality.

The Charleston Water Commission have agreed to lend its financial assistance to the extent of one million dollars on the four and a half million dollar project for the purpose of commencing the construction. This construction work consists of the digging of a canal from Cooper River to Back River to divert part of the flow of the Cooper River into Back River; then a dike would be built across Back River between Cote Bas and Marlington plantations. This dike would serve to create a reservoir for the water received through the canal and would eliminate and prevent salt water from entering into the reservoir area. The 55-foot canal would make available one and a half billion gallons of water each day in the reservoir for use by industry or the Commissioners of Public Works. The simple procedure is that the fresh water for industrial use will be taken from the Back River basin and used by the industries that will be located on the

peninsula and the industrial waste or effluent dumped into the Cooper River. A look at the map of the project area will show that no extensive and expensive pipe lines will be necessary.

For years some of the owners of the plantations dreamed of this proposed project. Prior to the days, however, of the Santee-Cooper hydro-electric project, the amount of water that could be taken from the Cooper River and diverted into the Back River through the canal would have been a fraction of what it is today, and after the development of the Santee-Cooper hydro-electric project, the Charleston Development Board revitalized the thinking of the old plantation owners and pointed out the tremendous increase in the available fresh water since the construction of the hydro plant which diverted the Santee River into the Cooper River. Immediately the enormous amount of available fresh water became a natural resource for this area for which the entire country had been searching. Articles were written in some of the national magazines about the Bushy Park Water Project and industry commenced sounding out the idea and making inquiries into its probability.

Two years ago, the Commissioners of Public Works employed the engineering firm of Ford, Bacon & Davis, of New York, to study the feasibility of the project and to draft plans and specifications. The idea soon went on Charleston's and Berkeley County's "must" list of future progress. This New York engineering firm approved as practical and feasible the development of the project, which will mean new life for Charleston and its environs.

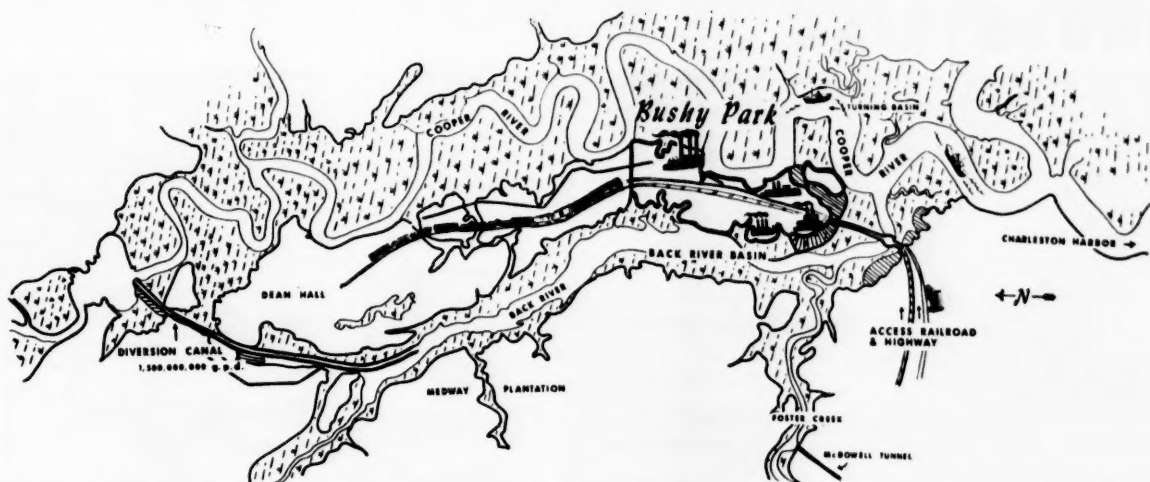
As a result of the interest shown by several large industries and the above mentioned engineering data, I requested the South Carolina General Assembly to enact legislation that could set in motion the construction of this project. On May 2, 1953, the Bushy Park Authority was created by the State Legislature and was given the responsibility of constructing and operating the water development program known as the Bushy Park Project. The Bushy Park Authority is composed of eight members selected as follows: the Mayor of the City of Charleston, who designates a member from the Commissioners of Public Works; the Supervisor of Berkeley County, and the Chairman of the Berkeley County Waterworks Commission; the remaining four members are appointed by the Governor, two from Charleston County and two from Berkeley County, upon recommendation of the State Senator of the respective counties.

Charleston's city government was the only political subdivision financially able to put over the project. Our City Council, acting unanimously, sanctioned the proceeding at its meeting held September 20, 1954. Council's action was the signal for moving ahead in a great industrial endeavor that will create a new destiny, a vastly successful one, for the Southeast and the entire South.



Mayor William McG. Morrison





Engineers conception of the Bushy Park Project. Plan for the "mostest" water at the "leastest" cost anywhere in the United States.

There is no questioning the fact that we of Charleston and Berkeley County can give industry all the fresh water it can possibly utilize at a rate lower than can be found elsewhere in locations that have questionable supplies. Like other cities of the United States, Charleston needed more water for industrial expansion and we consider ourselves most fortunate in having an abundance of fresh water, easily accessible.

The water will be provided at rates which will compare favorably to other industrial areas of the country and it is next door to available industrial acreage on the Cooper River's deepwater channel. I have requested the Army Engineers to make a survey, and the State Highway Department and the railroads have been contacted. We are vitally interested in putting in transportation facilities so that this area will have first-class highway, rail and deep-sea transportation facilities. We believe all this will be done without delay.

To provide information as to the low cost of obtaining a billion and a half gallons for industrial Bushy Park at the low cost of four and a half million dollars, we should look at what New York City spent for a billion gallons. It cost metropolitan New York five hundred million dollars to increase its water supply a billion gallons per day.

Nature has been kind to our section of the nation and we are going to take advantage of what is in our spacious and rich backyard. The location of Bushy Park is all that industry can desire. We take great pride in our deep water harbor, which provides shipping to all points in this country and throughout the world. Three trunk line railroads serve Charleston, with one already directly connected with Bushy Park and the others within several miles. The latter two lines will extend their tracks into the area as business warrants.

Perhaps one of the chief assets of this area is the fine climate. Weather Bureau records show that the average year-

around temperature is 66 degrees. The area is virtually free of freezing weather and enjoys many months of sunshine each year.

While many sections of our nation have suffered from labor difficulties, I am proud to say that Charleston has had a minimum of labor troubles. Skilled and unskilled labor exists in abundance. We are a friendly people, people who work hard and want to move ahead in industrial development.

Some sections of the country possess coal, ore, oil and other products, but we in Charleston possess pure, fresh water that so many industries need. Coupled with the great water supply that will be made available are all the other advantages: ideal climate, fine labor relations, a deep water harbor for shipping, rail and motor transportation, educational facilities, religious facilities and a friendly people with a burning desire to move forward in American industrial progress. Charleston is duly proud of a background rich in the history of the founding of this great nation, but present generations look with greater hope to a more prosperous future.

Not only have industrialists shown a far more than passing interest in what Bushy Park will have to offer by way of water for manufacturing and washing processes, but bordering counties for miles around have made inquiry about tapping our water resources for their smaller industries and domestic purposes. This new supply of water to be harnessed and delivered with the expertness that a lumber or brick manufacturing concern delivers materials for construction of a building, is the envy of all other sections of the United States. Engineers and business men have marveled at what is to be offered. They say the project appears to be something out of fiction, an opportunity for those who reside in this section of the country, and others far removed.

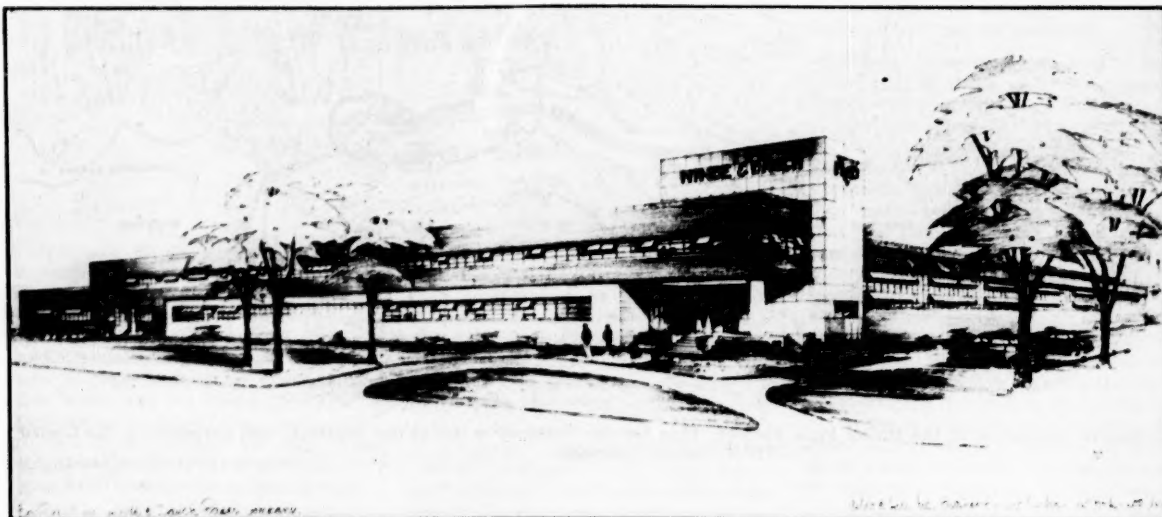
To gain the already existing advantages of the fresh water from Back Riv-

er, we have nearly completed a tunnel from Back River to our domestic water reservoir at Hanahan. This tunnel is being dug through natural marl at depths ranging from 50 to 60 feet below the earth's surface. The tunnel is six feet in diameter and by cutting through the marl it will not be necessary to line it with concrete or any material. The tunnel, which will be 2.4 miles long, will practically double Charleston's supply of domestic and small industry water. At present, the supply is some 60 million gallons daily. The new tunnel will add another 50 million gallons every twenty-four hours.

A major portion of the water now supplying Charleston and its environs is supplied through a 23 mile-long tunnel through marl from the Edisto River. This tunnel was opened in 1935 and engineers say its completion made possible the continued operation of the huge Charleston Naval Shipyard, one of the navy's largest ship repair stations. Construction of this tunnel, conceived by engineers of the Charleston Water Commission, is considered one of the great engineering feats of our time. The chief reason for cutting the tunnel was to supply water for a large pulp and paper mill located here. Water sold to industries is amply paying for a million dollars in revenue bonds issued to finance the project.

With the availability of a practically inexhaustible supply of industrial water, extensive prime industrial sites, the proximity of a deep water port and docking facilities, up-to-date rail and trucking transportation facilities, ideal climatic conditions and a plentiful labor supply, it is my opinion that we cannot fail to begin a new era in industrial development and economic progress in the Coastal Carolina country. Bushy Park will be the biggest thing to happen to Charleston and is a blessing to those industries needing pure fresh water, water that is free from elements injurious to manufacturing processes.

# INDUSTRIAL



## IN NORTH CAROLINA

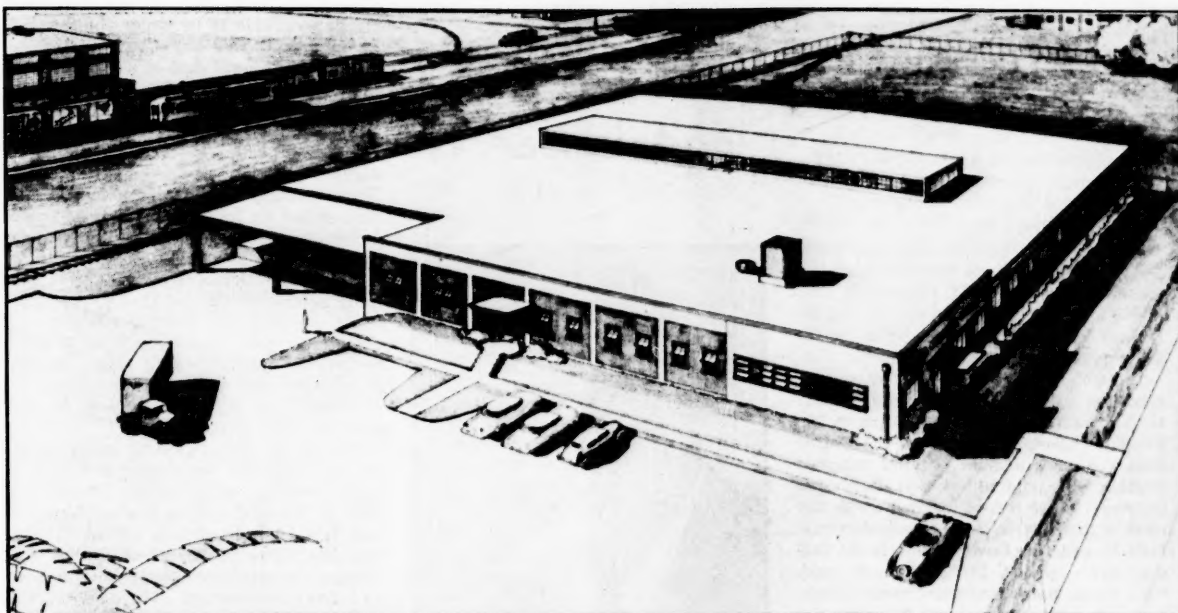
Architects' drawing of the new Hinde & Dauch corrugated container plant to be built in Gastonia. This ultramodern plant will contain 160,000 square feet of space and employ 125 persons when in full production. The site was purchased from the Piedmont & Northern Railway. Gibbs & Hill Inc., New York, are the Engineers-Constructors.



## IN TEXAS

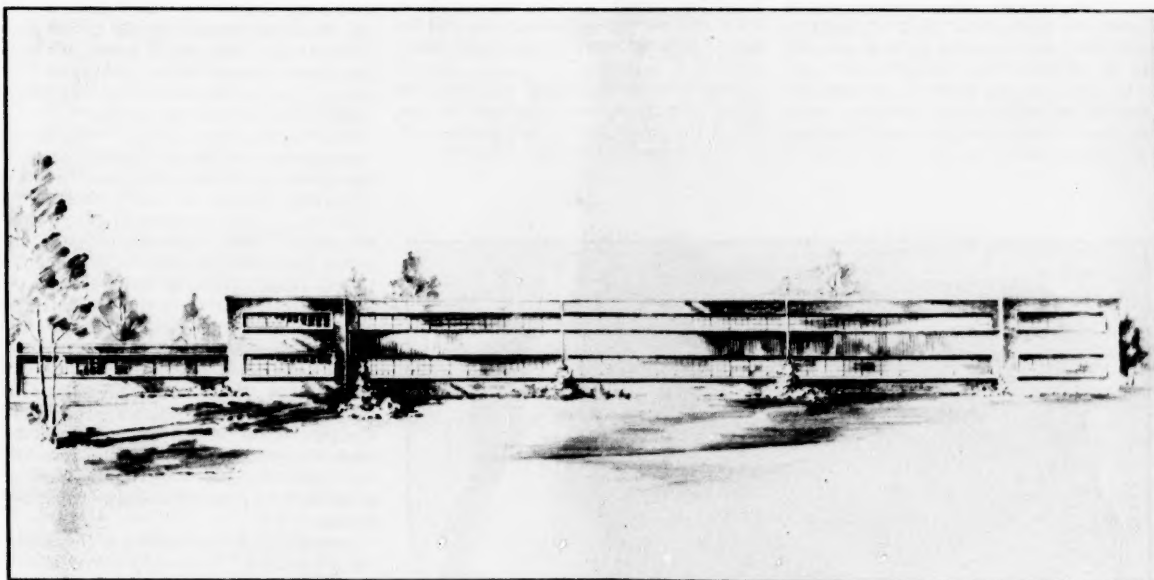
Aerial view of Atlas Plywood's new flush door plant at Center. Built by the people of Center and leased to Atlas the new plant will employ 250 employees at a monthly payroll of \$40,000. Logs are taken in at one end and finished hardwood flush doors emerge at the other.

## EXPANSION



### IN FLORIDA

Architects' conception of a new plant for Gaylord Container Corp. in Miami. The building is expected to be completed before January, 1955, and the plant will initially employ 100 persons.



### IN MARYLAND

Newly-erected modern plant for the Dixie Manufacturing Co., long established Baltimore metal-working firm. The 33,000 square foot plant is situated on a six-and-one-half acre plot overlooking the new Baltimore-Washington Parkway. The plant was designed by Lucius R. White, Jr., architect, and built by Henry A. Knott, Inc., both of Baltimore.

# Virginia World Trade Conference

## Told To Fight For Trade

Five hundred businessmen and world traders at the Virginia World Trade Conference gave Joseph H. McConnell, Colgate-Palmolive Co. president, a lengthy and standing ovation when he called for a liberalized national trade policy.

The Colgate-Palmolive chief executive, speaking at the sixth annual Virginia trade conference, held last month at Old Point Comfort, declared that the United States doesn't always practice what it preaches; he pointed out that the United States, the principal advocate of the democratic system and free enterprise, fails to practice these beliefs in its foreign trade policy. Mr. McConnell said, "We stifle, not encourage, competition" and called on businessmen to carry the fight against protectionist pressure and lobby groups to their congressmen.

The former attorney and National Broadcasting Company president defined Germany as "a test tube case" of communism versus free enterprise. "There," he said, "we have the two in operation side-by-side where the whole world can observe the results." Mr. McConnell said Russia fears the victory of free enterprise more than she fears the hydrogen bomb. He declared that the "economic miracle" of Germany's rapid recovery was accomplished "by businessmen operating under the free enterprise system and the incentive of being able to make a decent profit."



Joseph H. McConnell

Marshall M. Smith, acting assistant Secretary of Commerce for international affairs, told an annual banquet audience that the Administration "is carefully proceeding in the direction of expanding trade between free nations and so conducting our own domestic policies as to foster and encourage liberal trade policies abroad without any accompanying injury to the U. S. economy."

Secretary Smith pointed to liberalized dollar imports in some countries and declared that more would soon follow suit. He also defended President Eisenhower's

action in the Swiss watch case, observing, "The economic results were weighed in the light of national security. The tariff offered the best, and, in fact, the only means available to us under the law for accomplishing this objective"—the maintenance of "a hard core of watch-making skills to serve the specialized requirements of the armed forces in time of war."

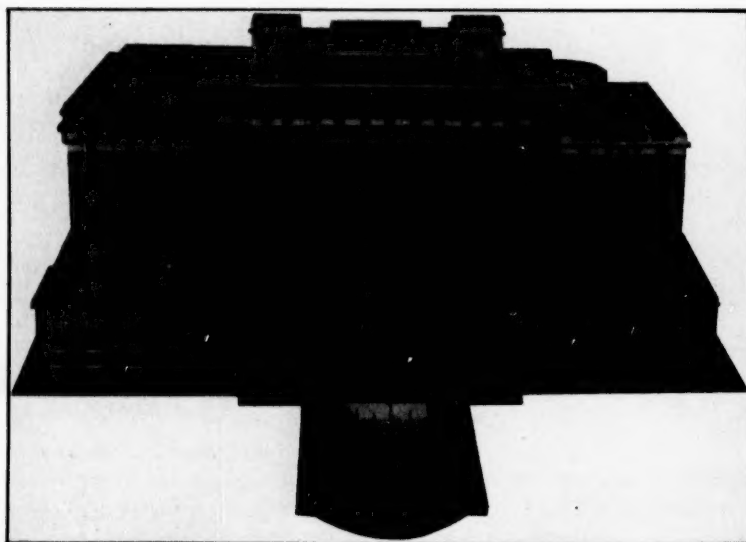
Andrew B. Shea, president of Panagra Airlines and first vice president of W. R. Grace and Co., addressing a luncheon session, called for increased efforts at trade cooperation between the United States Latin America as a step toward offsetting the growing Communist influence in the Latin republics. He said that Communist trade interests are making much progress there now, particularly in Brazil; he believes that increased trade, capital investment and technical assistance is necessary "to keep our friends to the south securely on our side."

Michael M. Mora, general manager of the Norfolk Port Authority, in a signed article written for the special Conference issue of *World Trade* magazine, declared that the Administration's slogan "Trade Not Aid," was not implemented by action and, in fact, our friends abroad have no indication as to any clear trend in our economic foreign policy. Mr. Mora also took some businessmen to task. He said, "Many agree that a liberal trade policy is beneficial and profitable both to business and consumers, but when you count noses, you find that a manufacturer of a given product is in favor of reducing duties on all products except the one he makes." Commenting that there can be no dispute where the public interest lies, Mr. Mora concluded, "It's up to our government and Congress to foster the general good, and not to put an oxygen tent over a few special interests to the detriment of the nation as a whole."

The Conference opened with three "commodity breakfasts." David A. Kattan, David A. Kattan Co., New Orleans, a leading expert on coffee and Latin America, warned listeners at the "Coffee Breakfast" that currently - descending coffee prices may be more of a headache to this country than were higher prices; he explained that the lower dollar earnings of coffee-producing nations may result in a decline in their U. S. purchases.

Sture G. Olsson, president of the Chesapeake Corp., West Point, Virginia, told the "manufactured goods breakfast" that the pulp wood industry now is meeting domestic needs with substantial reserves remaining for export—even in face of continually-expanding domestic paper demands.

Joseph K. Hasek, president of Combined Agencies Corp., Washington, told a second-day breakfast meeting that the U. S. must accept economic as well as political and military world leadership; he warned that unless the nation takes this lead shortly, we will be unable to hold the free world together. Mr. Hasek said that the gradual reduction of trade barriers is the only sure way to increase world trade, which in turn is the best guarantee of higher standards of living among the free nations of the world.



Hotel Chamberlain, Old Point Comfort, scene of conference.



# The Ways and Means of the Texas Manufacturers Association

"Texas Brags"—or so they say, and perhaps more than the usual amount of sectional pride makes that accusation at least partly true.

Admittedly, reticence is not one of the major characteristics of Texans and a few tall tales may have been transported across the borders of the state just for amusement purposes, but many of the so-called tall tales can actually be backed up with facts and figures, a point of which even some of the Lone Star State's own citizens have not always been aware.

Since the turn of the century, the rate of growth and expansion in many fields has literally been phenomenal, for in the half century just passed the population has increased more than 100 per cent and the known wealth has multiplied too fast to be expressed accurately in figures.

Many factors have contributed to Texas' change from an agrarian to an industrialized economy, that resulted in the value added by manufacturing figure increasing some 115-fold since 1900.

Raw materials, headed by oil, sulphur, and timber, are in abundance, space for building plants is no problem, and the climate causes no off season for industrial production and business.

And in most discussions of Texas' growth, those factors receive major attention, even to the point of being considered the only items of real importance by the uninitiated in industrial plant location factors.

Executives who have decided where to build a new plant, however, know that many other matters have to be considered, many of them having nothing to do with physical conditions.

Such things as labor conditions, taxes, and an intangible something called "business climate" are often the determining factors, and in these areas Texas scores again. In fact, authorities on the subject say that it is largely because of conditions in Texas in these fields that the state has had its industrial boom in spite of the fact that it is one of few states where no appropriation of tax money is made for advertising the virtues of the area.

And it is with these factors of the business picture that the Texas Manufacturers Association, a state-wide association of more than 3000 business and industrial firms, works. Not specifically dedicated to promoting industrial growth in Texas, TMA has nevertheless played an important part by contending militantly for its twin objectives: (1) To improve and maintain a favorable atmos-

phere for business in Texas, and (2) To preserve the competitive free enterprise system.

The policies of the organization are implemented in working toward the objectives by a three-pronged approach in the fields of legislation, industrial relations, and public relations.

It has been proved that legislation can "make" or "break" industry, and certainly state laws can give competitors in other sections of the country all types of advantages.

At the present time, Texas has a favorable tax picture, with no sales tax, no income tax, and for the most part, reasonable rates for other types of taxes. However, there are always short-sighted individuals who would raise business taxes to the point that industrial growth would be stymied, so in leading the fight to keep the Texas tax picture inviting to new business, TMA sometimes incurs the wrath of those who would continue to pile tax burdens on the backs of corporations on the assumption that "they are rich and can afford it."

TMA also speaks for business on such matters as unemployment and workmen's compensation insurance, and is at the present time engaged in a serious effort to amend the state's workmen's compen-

sation insurance law to not only lower premiums paid by employers but raise the net benefits received by the workers.

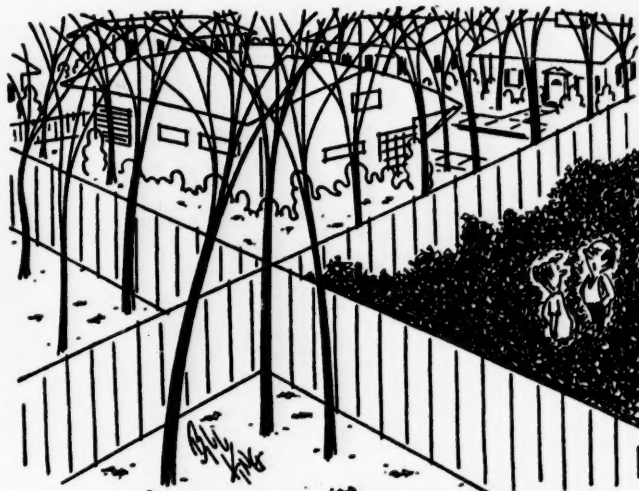
Certainly one of the most favorable recommendations the state has had in the eyes of industrialists looking for new plant sites is the labor picture, to this point suffering from only a small portion of the labor strife that has torn some of the older industrial areas.

TMA's industrial relations department, therefore, works to promote and encourage harmonious relations between employees and employers. And although for the most part the services rendered in this field are used by management, calls from labor leaders and ordinary workers for information and assistance speaks well for the reputation for having accurate information that has been established.

And the organization's public relations activities are aimed at the entire business climate, including the use of films for free use in high schools, regular panel discussions by business leaders on college campuses throughout the state, sponsorship of Texas Industrial Week, and similar activities.

The more than 3000 TMA members are divided into 27 chapters with local chapter committees carrying out the organization's activities on the grass roots level. A 75-member board guides the organization, which is independent and self-governing.

From 20 to 25 per cent of the money spent in the United States for new plant construction since the end of World War II has been spent in Texas, and members of TMA believe that is ample proof that somebody's work is making itself felt. They haven't spent much time publicizing their activities in order to take the credit for that growth, but miracles don't just happen, even in Texas, and Texas' growth has been very close kin to a miracle.



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"Hereafter, let's remember not to go away for a week end during the leaf raking season!"

# Management Consulting Profession's Place In American Business

If the average citizen is asked what the most notable accomplishment of American business is, he is likely to refer in one form or another to its amazing production record. If he is a little more thoughtful than most, he may also comment on what industrial efficiency means in terms of the standard of living—more material goods for more people with more leisure in which to enjoy them.

None but the most astute ever recognizes how great and fundamental a change has taken place within business itself in a single generation. Many businessmen, immersed in their jobs, are just beginning to realize what they have wrought through their own endeavors. Yet it is this underlying change that has made all the other, more obvious accomplishments possible.

## Role of Managers

This has been no miraculous change materialized out of thin air, no revolution that suddenly and drastically overthrows the old way of doing things and puts a new regime into power. Rather, it represents not one but a series of developments, all of them based on hard work and brass-tacks thinking, which over a period of time have changed the character of management and made it a vocation in its own right.

No longer are men managers by the right of ownership, but by virtue of their ability to perform; and performance is more exacting than it ever was before. There are more skills and techniques to master, more complexities to contend with, more responsibilities to discharge. More is required by the exigencies of corporate size and line-and-staff organization, by rising breakeven points and shifting economic conditions, by government rules and union practices, by conflicting obligations to employees, customers, and stockholders. And because much more is known about the theory and practice of management, more is expected of managers.

Business is still business, but instead of companies being run by one strong man with lucky intuitions, they are headed by management teams with competent skills in their various functions and a leader whose particular competence is in management. For a company to hold its own or progress, against competitors who are likewise improving their operations, it must continually make itself stronger in every specialized function and subfunction; and in proportion

to the strength of the many diverse parts of the organization, the task of coordination becomes increasingly difficult and increasingly imperative.

This is the age of technical specialization. As a result business is vastly more efficient, but the conditions of success are just as much more rigorous. One of the most significant attributes of the new management is not only that it needs all the help it can get, but that it recognizes this need and welcomes counsel and guidance.

## Management's Response to Changing Conditions

There are many evidences that show how American management set about meeting the challenge of changing conditions.

This shows up clearly, for example, in certain rapidly accelerating developments since World War II. According to findings of the Harvard Business Review, the number of men entering industry from graduate schools of business administration has increased almost 600% since 1945; the number of management men taking time out for advanced executive courses has risen some 800% during the same period; and the number of companies conducting formalized management development programs of their own has gone up at least 700%. And it is no

coincidence that the volume of management consulting services represented by the members of the Association of Consulting Management Engineers has likewise increased substantially over the same period.

## Role of Management Consultants

In all this change the management consulting profession has played a significant part. The history of the profession, which parallels the growth of professional management itself, is one of the best indications of its role in our national economy.

From the beginnings of professional management half a century ago consulting engineers have played an active role. Throughout this period there have always been consultants who joined with operating management to work out more effective solutions for technical problems of running a business. The development of almost every accepted technique—work measurement, compensation, processes, work methods, market research, product planning, distribution, budgetary control, and the like—has been the joint work of management consultants and leaders in industry. The same is true in the development of the more basic approaches to organization, management education, and the skills of general management.

These achievements, in the truest sense, are joint achievements. Indeed, it would be neither possible nor useful to try to identify the contribution of the consulting engineer and that of the successful manager. The significant facts are that both kinds of activity have existed and supplemented each other for many years, and that many of our best practices today are the result of such joint effort.

That has, largely, been the compelling reason why so many successful businesses today employ management counsel—not simply to investigate and prepare reports on troubling situations, but to work in daily association with the management itself, supplementing it and enabling it to comprehend all of its many increased activities and responsibilities.

## Volume of Consulting Services

It has been estimated that some 1,700 firms do some kind of business consulting on a full-time basis; and perhaps 60% of these are broadly enough organized to provide services in more than one field and hence to be considered management



Philip W. Shay, Executive Secretary of the Association.

consultants as such. The total annual dollar volume of fees earned by established management consulting firms is over \$200,000,000.

### Appraising the Need

In general terms, a company may find it advisable to consider the employment of a management consulting firm when (1) known problems exist for which independence of viewpoint, specialized knowledge, comparative judgment based on experience in handling similar problems and/or analytical research techniques are needed but not available in sufficient measure within the company; or (2) management suspects that problems exist, or wishes to assure itself that they do not, and feels that the true state of affairs can be ascertained only through a complete and objective examination by personnel who know what to look for and who can take a broader view than those pre-occupied with the details of day-to-day operations.

Whether or not in such situations the company decides after deliberation to engage the services of a management consulting firm is another question. And the answer can only be reached by balancing the various considerations involved. On one side there is the extent of the need and the limitations of the company to meet it through alternative means. On the other side there is the relative ability of the management consultants and the cost of employing them (cost not only in terms of dollars but in terms of executive man-hours spent in cooperation with the consultants).

### Size of Company

The need for management consulting services is relative. The very large company may have enough problems so they fall into regular patterns and justify the maintenance of an elaborate company staff to handle them.

At the other extreme, the very small company may not be able—or may not think it is able—to afford outside help because of fear that the cost will be out of proportion to the potential benefits. The fact is, however, that an increasing number of companies nearer the lower end of the size scale are seeking professional counsel from management consulting firms. Many small companies are faced with problems that inhibit their future growth or even threaten their present positions. It is always possible that a large problem in a small company may warrant as much expenditure of money and effort as a small problem in a large company.

In particular, the small company which is growing into a medium-size company, or the medium-size company which is growing into a large company, is most likely to need outside counsel. Competition, taxes, and government regulations weigh heavy on it. It may not yet have built up sufficient diversification of product, standing in the market, or cash reserves to carry it through economic fluctuations. And the number of high-caliber executives it can support is limited, as is also the extent of permanent staff of a specialized or technical nature.



A typical discussion in a management consulting firm of steps recommended to a client for the solution of a specific problem. L. to R.: S. V. Wilking, Consultant; Walter Semlow, Pres. and Spencer Weart, Vice Pres. of Barrington Associates, Inc.

### Scope and Type of Services

Some consulting firms are organized on industrial lines, like textiles, transportation, or metalworking. Some do most of their work in one functional area, like production, marketing, or finance. Still other firms feel that management problems cannot be easily separated by industry or function, and that they can give more assistance if they are organized as a team of specialists to tackle all matters affecting profit.

Among the various services offered, either singly or in combination, are these:

**Top management problems**—Management controls and communication, company organization and reorganization, mergers or decentralizations, business policies, executive personnel and compensation, and general surveys are typical of this group.

**Production problems**—Here the services are related to the many aspects of plant facilities, such as location, layout, and tool design, and to manufacturing processes, procedures, and practices like scheduling, standards, and materials management.

**Marketing problems**—Analysis of products and their customer appeal, the channels of distribution, pricing, advertising, market potentials, and the many-faceted problems of selling are included in this category.

**Financial problems**—In this field consultants deal with budgeting, accounting and reporting procedures, cost records and cost control, and with broader questions of taxes, capitalization, and fiscal policy.

**Personnel problems**—Here consultants work in the highly complex field of human relations: selection, training and compensation of employees, labor relations, incentive and welfare plans.

**Office problems**—Methods and standard procedures, physical layout, forms design,

records administration, and use of mechanical equipment are part of this specialized field of consultation.

**Community, state, and national problems**—Included here are fiscal affairs, financial administration, allocation of functions, and a variety of specialized management problems involved in public administration.

### Question of Costs

Fees are usually estimated in the form of a minimum-maximum range for the specific assignment, plus traveling and other out-of-pocket expenses. Lump-sum arrangements are rare, for it is almost impossible to tell in advance just what problems will turn up and how much work will be required to do an adequate job. Estimates are most often figured on a per-day rate for the staff members' time.

Good management consulting does not come cheap—and should not. High-caliber personnel are required, and they must be held against the competition of high-paid jobs in industry. In fact, the senior members of many management consulting firms are greater specialists in their particular fields than comparable men in industry; they have to be, in order to meet the demands that are put on them by the specialized problems they are called on to help solve.

In the final analysis the burden of the cost will be negligible if the desired results are achieved. Not only does the use of consulting services enable the client company to avoid adding permanently to its staff for temporary needs, but the job gets done quicker and the benefits are realized sooner.

### Selecting a Consultant

The crux of the matter for the individual company is to select the right kind of  
(Continued on Next Page)



## Management Consultant

(Continued from page 39)

management consulting firm and then to cooperate with it for maximum effectiveness.

Unfortunately there is as yet no form of accredited registration for management consulting firms, as in the case of doctors and lawyers. However, the Association of Management Consulting Engineers is leading the way in that direction. Membership in the Association involves acceptance of a uniform code of ethics and willingness to work for the improvement of the profession. Thus, while there is still latitude for diversity of practices among members and while there are good consulting firms which have not yet become members, the membership list of the Association does serve as a positive guide to firms of known integrity and reputable performance.

In any event, the important thing is for management to give close attention to the task of selecting the consulting firm that it feels will meet its particular needs. And so the best assurance of satisfaction with results is to give the matter of choosing a consultant the time and effort it deserves.

### Basis of Choice

Consideration should not be limited to a presentation made by a principal or representative of the consulting firm, particularly if the approach is of the high-pressure variety, promises a world of results without a preliminary exploration of the problems involved, or bids for the assignment in terms of fees or costs. The reputable firms do not engage in blatant promotion or haggling. Besides, there is no such thing as a "bargain" in management consulting, in the sense of getting something for nothing.

References from other companies that have used or are now using the services of a consulting firm can be a useful guide in making the choice. Such companies are obviously in the best position to judge the value of the consultant's services. But it is always a sensible precaution to check independently with such references as are provided by the consulting firm.

Most firms are glad to supply the names of one or two clients who can be queried directly. Furthermore, it is nearly universal among reputable firms to supply a good deal of information about the scope and nature of assignments on which they have worked, and this is particularly useful in judging their suitability for a contemplated project.

Actually, about three out of four management-consulting assignments result from the direct recommendation of a satisfied client—one who has used the services of a firm not once but repeatedly. This, after all, is the strongest evidence of effective performance.

### Careful Investigation

Whether such a direct recommendation is available or not, management may find it worthwhile to investigate the in-

tegrity and performance record of the consultant under consideration. Any reputable firm is glad to be investigated just as thoroughly as possible.

An investigation should be unbiased and impartial, and it should start near home. Within most business organizations, one or more directors or officers may be expected to have some acquaintance with management consultants, or with those who have used management consultants; these may be used as leads. Strong recommendations should bear weight, but only if based on firsthand knowledge of the consultant's performance.

Standard investigating agencies, such as the Better Business Bureau, Dun & Bradstreet, and credit associations, always should be checked. Here are sources of information which can yield basic clues to reliability, yet sometimes are neglected in favor of more superficial ones. Business and trade associations, chambers of commerce, state commerce departments, and the editors of business or trade magazines in the company's field of activity should also be able to supply information about the standing of a given consulting firm.

### Securing Best Results

A consulting assignment involves commitments on both sides. It is plain common sense for management to do what it can to see that the results are satisfactory, and it can do a lot.

Management should have the spirit of really wanting to make an assignment turn out successfully; that is the main essential. The starting point is a thorough definition of the problem and a clear understanding between consultant and client as to the procedure that is going to be followed in attacking it. In addi-

tion, management should keep in mind these specific considerations:

(1) Advance discussion with all company personnel concerned ensures agreement that there is a problem to be solved, brings about realization that the consultant is being employed for a definite and constructive purpose, helps to induce cooperation with the consultant when he comes, and saves time and expense by enabling the consultant to get a fast start.

(2) Thorough and honest briefing of the consultant on all important aspects of the work, and especially in regard to the personalities involved, will likewise eliminate wasted time and expense.

(3) Having the consultant work closely with a specified individual (or group) within the organization generates mutual understanding of the steps taken and to be taken throughout the progress of the assignment, helps to keep the work "on the beam," and by affording opportunity for discussion of tentative conclusions ensures that recommendations will be realistic and practical in the light of the circumstances of the particular situation.

(4) Management willingness and ability to give generous amounts of time and thought to the consultant as he works will pay off in the end. After all the problem is management's, and the consultant can do no more than assist in its solution—which he is likely to do not only in proportion to his ability but also according to the cooperation he receives.

*This article is based entirely on the brochure entitled "How the Management Consulting Profession Serves American Business," published by the Association of Consulting Management Engineers, Inc.*

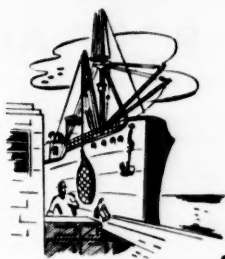


COPYRIGHT 1954 CARTOONS OF THE MONTH

**"Our cardinal rule is clarity, Jamison!  
Into what lake?"**



# PORT



# ACTIVITY

## ALABAMA

**Second month tonnage decrease**—Alabama State Docks and Terminals handled 374,873 tons of traffic in August, an amount 8 per cent below that of July and 17 per cent below that of the previous August. It marked the second consecutive month in which the total tonnage of traffic has fallen below the 1953 level.

Inbound traffic in August decreased 9 per cent from July to 307,345 tons and was 20 per cent below the level of last August. As usual, inbound traffic was principally products of mines (83.5 per cent). Manufactures and miscellaneous products made up 14.2 per cent of total inbound traffic while products of forests accounted for 1.6 per cent. The rest was made up of products of agriculture and animal products.

Outbound traffic declined 3 per cent over the month to 67,528 tons but increased 3 per cent over the year. Outbound traffic in August mainly consisted of manufactures and miscellaneous products (57.4 per cent). However, that was a drop from the 70.5 per cent that they accounted for in July. Products of mines accounted for 26.8 per cent of total outbound traffic as compared with 18.3 per cent in July. Products of forests rose from 10.7 per cent of the total in July to 15.4 per cent in August. The remainder of the outbound traffic was made up of products of agriculture and animal products.

### Mobile

**Record tonnage for year**—For the past four years, each fiscal year has brought a tonnage record at the Alabama State Docks at Mobile, and this year was no exception. General Manager J. P. Turner, in discussing increasing foreign trade moving over the State Docks last year, commented, "there is no question but the figure will continue to rise," and the figures did just that.

Turner said 4,972,812 waterborne tons passed through the state facility during the year ended September 30 this year. This was 7.24 per cent more than the previous record of 4,637,034 tons handled during the preceding fiscal year.

Along with the increase in tonnage was an increase in gross and net earnings. Gross earnings were \$4,809,308 and net earnings after depreciation were \$1,326,303. The previous figures of \$4,485,323

and \$1,261,873, respectively, were records set during the 1952-53 period.

"The increase was shown despite a decline in general shipping business during the past four months of the fiscal year just ended," Turner said. "The decline in shipping during the latter part of the fiscal year was largely due to a reduction in military shipments and also to handling of iron ore shipments by a privately-owned bulk handling facility, designed to handle their ore imported into Mobile and destined for the firm's own plants in the Birmingham area."

**Ore terminal in operation**—Normal operation was begun last month at the Mobile Ore Terminal of the Tennessee Coal & Iron Division of the United States Steel Corporation, according to Arthur V. Wiebel of Birmingham, TCI president.

Mr. Wiebel said that arrival of the SS Ore-Chief, first of the big vessels to be used in conveying iron ore from Puerto Ordaz, Venezuela, to the TCI Ore Terminal, signified the beginning of routine functioning of the terminal and its unloading facilities.

The Ore-Chief docked at the new terminal with a cargo of 21,000 gross tons of the Venezuelan iron ore from United States Steel's Cerro Bolivar operations. Capacity of the Ore-Chief is 47,500 gross tons at 34-foot draft, and Mr. Wiebel said that ultimately it is anticipated that full loads will move through TCI's Mobile terminal for use in the division's iron and steel operations at Birmingham. The ore is transshipped by rail or barge from Mobile to the upstate furnaces.

The TCI ore terminal is served directly by two railroads, the Louisville & Nashville and the Gulf, Mobile & Ohio. Connections are available to two others, the AT&N-Frisco and Southern Railway.

## FLORIDA

### Port Everglades

**Office building as port service**—A design for offices to serve the industries and other users of Port Everglades has been ordered by the Broward County Port Authority.

The new building will have 24 office spaces, three stores, a restaurant, and other facilities.

It will occupy a site just west of the U. S. Customs Building. It will have a flat roof and will be of concrete block

construction. It will embrace 8,000 square feet.

Courtney Stewart, AIA, and Joseph Phillips, Jr., Associate, are the architects in charge.

The building is scheduled to be ready for occupancy next spring.

### Jacksonville

**Missile exports**—Florida's most important export has become missiles of modern warfare to guard the free world against encroachment from Russia. For several years, the Air Force has been testing and developing the skill of guided missile warfare at Patrick Air Force Base on Cape Canaveral, and now the trained troops and keen weapons are going overseas . . . Via the port of Jacksonville.

First movement over Commodore Point Terminal last month began with the unannounced arrival of the month-old SS Peninsular Mariner which loaded missiles and other equipment of the 69th Pilotless Bomber Squadron from Patrick Air Force Base. B61S Matador missiles, largest used at the training base, and other gear were efficiently loaded in less than 48 hours and the proud Mariner—named for the State of Florida—sailed for Bremerhaven.

## GEORGIA

### Savannah

**Big future predicted**—"With a little push" Savannah can become one of the Atlantic coast's largest ports in the opinion of a leading official of a steamship agency here.

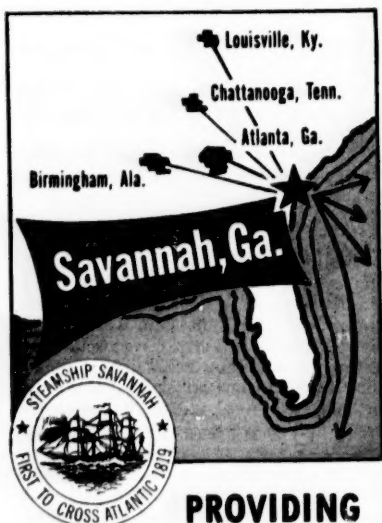
John W. Middleton, president of Smith & Kelly Company, Savannah steamship agents and stevedoring firm, in an interview recently explained that some of this "push" will have to come from Georgia exporters and importers who must be made to realize the importance of their insisting that shipments going out of Georgia or destined for delivery in this area should be moved through the Port of Savannah.

Mr. Middleton pointed out that the Port of Savannah is keeping pace with the growth of industry in the state and the Southeast.

"We are working all the time to get additional steamer service for the port," he said, "but we've got to show interest

(Continued on page 42)

# NEW SAVANNAH STATE DOCKS



**PROVIDING  
FASTER HANDLING  
LOWER COST  
INDUSTRIAL SITES**



Fully-equipped for economical, fast, safe handling of imports and exports, the Savannah State Docks have many advantages. Included are the latest cargo handling devices, shipside railroad trackage, modern fumigating plant, unobstructed transit sheds with excellent truck-loading facilities. First-class industrial tracts adjoin the docks, which are served by five railroads and 26 truck lines.

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NEW YORK, N.Y., USA  
233 Broadway

## PORT ACTIVITY

(Continued from page 41)

cargo-wise and that's where importers and exporters come in."

"Right now Savannah has ample service to all parts of the world, and I am sure that additional services will be added as the need arises," he added.

The steamship official praised the facilities of the Savannah State Docks, saying they are as fine as can be found anywhere in the world. The State Docks, he continued, are backed up by the waterfront terminals of three railroads—the Central of Georgia, Atlantic Coast Line and Seaboard. The latter is now spending \$1,000,000 building two new export berths, warehouses and other facilities.

### LOUISIANA

#### Baton Rouge

**Port sells \$12 million bonds**—The Greater Baton Rouge Port Commission has recently whipped through legal points in accepting the bid of a Blythe & Company syndicate for the purchase of \$12,500,000 worth of port construction bonds to bear a low average interest rate of 2.7643 per cent over a 40-year life span.

The bid was submitted for Blythe & Co. by Merrill Lynch, Pierce, Fenner & Beane, a member of the syndicate, and was the low offering of five bids considered by the commission.

The commission also passed in final form a mortgage indenture covering conditions of borrowing the 12.5 million dollars and naming the American Bank & Trust Co. of Baton Rouge as trustee for the bond holders.

The indenture also designated the Baton Rouge bank as local paying agent, named the First National Bank of Chicago as paying agent for that city and affirmed the appointment of the Manufacturers Trust Co. of New York City as paying agent there.

Low bids totaling \$3,436,068.62 and involving four companies were accepted in the afternoon to pay for initial construction of a 2.5 million bushel grain elevator complete with deep-water docks, conveyor system and miscellaneous appurtenances, the drilling of two deep water wells to support the port and the construction of an off-site railroad facility to serve the port area.

The nearly \$3.5 million worth of construction is scheduled to begin before the end of the year and be completed by July 1, 1955.

### MARYLAND

#### Baltimore

#### New Port Ore-Unloading Record Set

A new Port ore-unloading record was established by the Canton Railroad Ore Pier this month when the Norwegian ore carrier "Chateaugay," transporting 23,293 tons of iron ore, was unloaded in

a total elapsed time of twelve hours and forty-five minutes.

The record unloading operation was accomplished through employment of the three discharging towers and conveyor belt system which forms the mechanical handling equipment of the pier. Unloading operations began at 8:00 a.m. on Friday, October 8, and the vessel was completely discharged by 8:45 p.m. the same day.

The "Chateaugay's" cargo originated in the Quebec-Labrador ore fields and was loaded at the Canadian port of Seven Islands. It was destined for two Republic Steel Corporation plants in Ohio.

The previous record of thirteen hours and fifty-five minutes for discharging an ore carrier of this size at the Port's public piers was held by the Curtis Bay facility of the Baltimore and Ohio Railroad.

The Canton Railroad pier is operated by the Cottman Company.

**Coal Exports Continue Fair**—Coal exports from the Port of Baltimore continued in fair volume during September with 50,434 long tons reported by local coal pier operators. This was but 1,954 tons less than the amount loaded in August. However, compared with shipments during September, 1953, the decline amounted to 77,078 tons.

Of the total tonnage of coal loaded aboard ships here last month, 46,046 tons were destined to European countries and 4,388 tons to the Far East.

Overseas shipments of coal from Baltimore in the nine months of the current year have aggregated 418,159 tons, while those in the corresponding period of 1953 totaled 1,082,821 tons.

### NORTH CAROLINA

#### Wilmington—Morehead City

#### Outlook for development favorable

The North Carolina State Ports Authority's deep water ports at Wilmington and Morehead City are moving ahead surely and steadily, with progress. The outlook for future growth and development appears favorable.

The prospect for immediate progress in gaining a greater volume of traffic through the State Ports will be considerably brighter when plans are developed for construction of additional facilities. These facilities will attract an increased volume of certain commodities through both Morehead City and Wilmington.

A group of North Carolina's largest tobacco dealers are organizing to promote increased exportation of tobacco through the Port of Morehead City.

At the present time, a sizable volume of tobacco is moving through the Port of Morehead City and it is expected that through the efforts of the North Carolina dealers cargoes will be increased.

The essential service provided at Morehead City for the movement of tobacco

## PORT ACTIVITY

through its port is proving to be an economical move for those exporters who previously shipped through ports which were greater distances from their redrying plants.

At the Wilmington Port, on the Cape Fear River, the newly completed \$115,000 fumigating plant is now prepared to accommodate the users of cotton, tobacco, seeds and other commodities. The fumigating plant has two chambers of 7,225 cubic feet each, and is equipped for HCN and methyl bromide. This plant is described by experts as possibly the most modern on the Atlantic Coast.

The new plant has a trained crew for operations of gas mixing, vacuum pumps and control mechanisms. Its size and loading by tractor-drawn trailers reduce handling to a minimum. The 77-foot chambers are of special steel construction, with approach drives and ramps of concrete. The plant is readily accessible to the docks and storage areas of the terminal, and is directly adjacent to rail and truck loading facilities. With the new fumigating plant the Ports Authority looks mainly for transit cargoes, which it is prepared to move aboard ships. The State Ports Authority, with its Executive Director, Colonel Richard S. Marr, is working on an over-all plan which will include all foreseeable needs for the State Ports in the years to come.

### Passenger Service for North Carolina

—Thousands of people swarmed the docks of the State Terminal at Morehead City on October 17th to watch the MS Stockholm sail on her first-of-a-series cruise to Nassau and Cuba. Four hundred passengers were aboard, combining business with pleasure.

Officials estimated that more than ten thousand well-wishers and friends had visited the waterfront to see the flag-bedecked Queen of the Viking Fleet pull anchor on her first sailing from North Carolina.

The vessel, painted a brilliant white, dazzled in the bright sunlight as she steamed for the open sea.

Flags were flying high, and the sharp military music by the Morehead City

High School band added to the thrills of the celebration that was being staged by the many thousands.

Most of the four hundred passengers were from the Tar Heel State, and many were members of the North Carolina Academy of General Practice, which held its annual meeting aboard the ship.

State Port Authority officials were pleased with the entire smoothness of the operation, and heartily agree with travel experts, who predicted that vacation cruises from North Carolina Ports are a new commodity for the state. The initial sailing justified their forecasts.

Dr. John R. Bender, of Winston-Salem, Secretary-Treasurer of the NCAGP, who said, as the representative of Governor William B. Umstead at the pre-sailing ceremonies, "This sailing is an ambitious undertaking, it is more than just a convention of doctors in that it demonstrates the advantages of North Carolina as an embarkation port for trans-Atlantic passenger liners."

Among the four hundred passengers, there were those from fifteen other states in the country, including the District of Columbia, New York, Kentucky, Maryland, Pennsylvania, West Virginia, Virginia, Ohio, Delaware, Connecticut, Georgia, Alabama, New Jersey, Illinois and as far west as Iowa and the Dakotas.

The Stockholm, with the sleek lines of a yacht, is 525 feet long and has a cruise speed of 19 knots.

Supplies for the cruises were purchased in North Carolina: nearly four tons of food was consumed each day, and the vessel itself required forty-five tons of fuel oil and a half ton of lubricant oil every twenty-four hours.

Travel experts predicted a bright future for this new North Carolina industry.

## SOUTH CAROLINA

### Charleston

Expanded service to Hawaii — The Isthmian Steamship Company, of New

York, and the Matson Navigation Company of San Francisco, operators of the Isthmian-Matson joint service, have inaugurated a new expanded service from the port of Charleston to Hawaii.

Commencing with the sailing of the Steel Flyer on September 30, there will be an Isthmian-Matson vessel sailing every 24 days. It will now be possible for shippers through Charleston to route cargo directly to Honolulu as well as to all Hawaiian outports without necessity of trans-shipment to another carrier. Schedule calls for arrival in Hawaii, via Gulf ports, on the twenty-third morning after departure from Charleston.

The newly expanded service was inaugurated with a luncheon aboard the "Steel Flyer" attended by civic leaders and shipping executives, Edward S. O'Keefe, Isthmian's general solicitation manager; Ernest J. Bradley, Matson vice president, and J. M. Van Orden, Matson coordinator for the joint service, headed representatives of the lines.

H. H. Kilpatrick, president of Carolina Shipping Company, Charleston agents for the service, said Charleston would now have the best freighter service to Hawaii of any port south of Norfolk. Sailings from Charleston on a scheduled twice monthly basis are also maintained by the American Pioneer Line to Hawaii and the Far East.

**Fresh water everywhere**—The port of Charleston will soon offer one of the greatest attractions for new industry of any seaport in the nation.

(See feature story, page 32)

Work is scheduled to begin early next year on an amazing engineering project which will provide the Charleston area with the largest supply of industrial fresh water of any port on the Atlantic, Gulf or Pacific coasts.

On completion of the first phase of the project, one and a half billion gallons of fresh water daily (a supply 50 per cent greater than is available in metropolitan New York City), will be provided—and up to ten billion gallons daily as requirements increase.

(Continued on page 44)

# SHIPPERS WITH AN EYE TO ECONOMY

## SAY-SHIP VIA The South's Finest

**SAVE** { **ON TIME**  
**ON DISTANCE**  
**ON COSTS**

WILMINGTON

**NORTH CAROLINA STATE PORTS AUTHORITY**  
COL. RICHARD S. MARR, EXECUTIVE DIRECTOR

MOREHEAD CITY





# PORT ACTIVITY

## TEXAS

### Harlingen

**Water terminal in service**—The Magnolia Water Terminal at Harlingen, now under construction, will supply the entire Rio Grande Valley with our new Mobilgas Special, Mobilgas, 100-Octane Aviation and 115-Octane Aviation Gasoline. These products will be transported by barge from our Beaumont Refinery down through the Intracoastal Canal to Harlingen where they will be unloaded into four storage tanks totaling 51,000 barrels' capacity. The products will then be distributed by transport trucks to all Valley bulk plants' storage for further distribution to service stations, farm and consumer accounts.

This Terminal is being constructed under general contract with Mitchell Darby Construction Company of Pharr, Texas, and separate contracts let with Graham & Wynne Company of Dallas, Texas, for tank construction.

### Houston

**Largest port budget**—A 150 per cent boost in the tentative 1955 budget of the Houston Port Bureau, Inc., with \$250,000



**M. A. Rowe, Houston realtor and former ship captain new member of Port Commission.**

of a \$315,000 fund to come from business firms and individuals, has been endorsed by the Harris County Navigation District.

In announcing the action of the port commission, J. S. Bracewell, chairman, stated that the tentative budget of \$126,000 budget is inadequate for publicity for the port.

He pointed out that New Orleans has set aside about \$300,000 for trade promotion next year and that the State-operated Virginia Port Authority has a \$750,000 promotional budget.

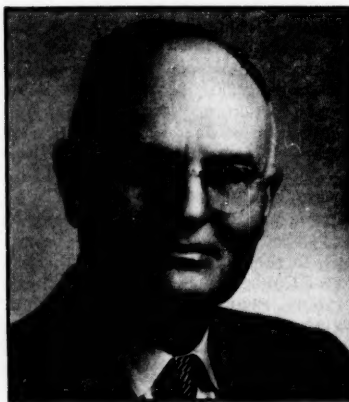
**New Port Commission chairman**—With the appointment of J. S. Bracewell, widely-known Houston attorney, civic leader and tax expert, as chairman, the Port of

Houston's affairs are now under the direction of an entirely new Port Commission.

Membership of the five-man board which rules the Nation's second largest port has been changed completely during the past two years.

In taking over his new duties, Mr. Bracewell said the new port administration is "unhampered by the past," and will work for the sound development and growth of the Port of Houston in the future.

Other members of the board are W. N. Blanton, drilling contractor; R. Vernon



**J. S. Bracewell**

Whiteside, insurance general agent; John G. Turney, a consulting engineer, and M. A. Rowe, an industrial realtor.

Mr. Bracewell succeeds Warren S. Bellows, head of one of Texas' largest construction companies, who resigned as chairman after serving four years.

## VIRGINIA

### Hampton Roads

**Ore receipts up**—New iron mines in Labrador are boosting the ore imports at Hampton Roads considerably.

Recently the biggest cargo discharge to be made in Hampton Roads was accomplished when the ore freighter Hawaiian unloaded approximately 20,000 tons of Labrador iron ore at Newport News.

Since early September about 10 fully loaded ore ships have arrived to dump their cargoes at Pier 2, Chesapeake & Ohio Railway, at Newport News. This pier has been leased by Lavino Shipping Co. to handle ore ships. The ore is loaded directly into rail hopper cars on the pier.

### Norfolk

**Option on site—may build \$6 million plant**—Nestle Company... maker of Nescafe instant coffee, Nestea instant tea, Decaf caffeine-free instant coffee... has optioned a 70-acre tract in neighboring Suffolk. Dr. J. C. Sluder, Nestle's manu-

facturing VP, says Nestle needs a new plant to satisfy southern demand for instant coffee and tea; four existing plants (New Jersey, Ohio, Illinois, California) already are producing to full capacity. Nestle also has options on several other Virginia locations, will make exhaustive tests to decide on the most advantageous.

The Suffolk location extends to the Nansemond River and is linked to the Norfolk harbor by the Atlantic and Danville Railway. The proposed plant would employ 100-125 people... and would require \$6 million capital due to the extremely high cost of coffee and tea processing machinery.

**Figures for first six months show imports down**—Port of Norfolk imports for the first half of 1954 were 20 per cent below the 1953 figures, according to a Department of Commerce preliminary report. Import tonnage dropped from 1,305,230 tons to 1,034,924 tons. Most of the decrease... 174,557 tons... was the result of declining residual fuel oil imports.

Increases were noted, however, in imports of coffee, cocoa, tea, crude rubber and allied gums, and chrome ore, including ferrochrome.

### Super Tidewater Industrial Promotion Council to Pass on Charter This Month—

A charter for a new super developmental agency... the Tidewater Virginia Development Council... will be unveiled at a giant meeting late this month. At least 14 different local governments (and perhaps more) plan to pool resources and join in a huge effort to attract additional industry to and improve the economy of Tidewater Virginia.

Sparked by Norfolk mayor W. Fred Duckworth, the Council has developed rapidly during the past year. Virginia industrial plant construction and expansion is progressing strongly. In 1953 industrial growth of \$100 million was made public, with at least 30 firms not revealing figures. The projected figure for 1954 is \$217 million. And these are conservative estimates (made by the Virginia State Chamber of Commerce).

### Petroleum Firm has Option on 114-Acre Tract—

The Phillips Petroleum Company has acquired option on a 114-acre tract on the Elizabeth River's Southern Branch... and plans to establish a bulk oil terminal. The waterfront site fronts 5,200 feet on the Military Highway and 3,700 feet on the river.

While Phillips' history belongs to the midwest, it moved into Florida about 18 months ago... a comprehensive marketing survey showed the potential in the east... firm recently established a division office in Raleigh, N. C.... Phillips is one of the major oil distributing companies... assets valued at more than a billion dollars. Phillips will be the tenth major oil company to establish a terminal operation at the Port of Norfolk.



# SOUTHERNERS AT WORK

## Houston Lighting & Power Elects Bordelon Secretary-Treasurer

The Houston Lighting & Power Company board of directors recently elected to the office of Secretary and Treasurer of the Company J. A. Bordelon. He succeeds Martin B. Pigott, who died September 15.

Mr. Bordelon brings to his new post 27 years experience in the fields of utility accounting and finance. Born February, 1903 in Cottonport, Louisiana, he attended public schools in New Orleans, and in 1927 became traveling auditor with the American Utilities Company of Harrisburg, Pennsylvania. From 1929 to 1943 he served in various administrative and executive capacities with a group of operating companies.

Entering the employ of Houston Lighting & Power Company July 1, 1943 as special accountant, he rose in 1946 to chief plant accountant in charge of property records. In January, 1954 he was made assistant to the comptroller, in which capacity he has served to the present time.

As Secretary and Treasurer, Mr. Bordelon will have an active part in the financing involved in the Light Company's current expansion program, which will see the area's electric generating resources reach almost 1,500,000 kilowatts by 1956.

## P. Lorillard Names Hoffmann Asst. Director of Manufacturing

Promotion of George A. Hoffmann, manager of P. Lorillard Company's Richmond, Va., plant, to Assistant Director of Manufacturing, was announced recently by William J. Halley, President of the 194-year-old tobacco company. In his new capacity Mr. Hoffmann will work in the New York Headquarters office directly under Vice-President and Director of Manufacturing Joseph J. Blacknall.

Mr. Hoffmann, who started as an apprentice in 1911 at the age of 16, has spent his entire career in the tobacco industry and has wide experience in manufacturing processes. Joining Lorillard in 1920, he successively was named superintendent in the old New York City, Jersey City and Baltimore branches, and in 1927 was promoted to the Richmond branch, also as superintendent. In 1945 he was named Assistant Branch Manager at Richmond and in 1949 Branch Manager.

In addition to its Richmond plant, Lorillard has large cigarette manufacturing branches at Jersey City, N. J. and Louisville, Ky., and is constructing another \$13,000,000 cigarette factory at Greensboro, N. C.

Lorillard's new Assistant Director of Manufacturing was born in Brooklyn (February 5, 1895), but has spent almost half his life as a Virginian. He is a mem-

ber of both the Virginia and Richmond Chambers of Commerce, the Richmond Rotary Club, the Manufacturers' Association and the American Legion and was a director of the Richmond Tobacco Festival. His education, too, was shared by North and South—between schools and Cooper Union College in New York City and T. C. Williams School, University of Richmond.

## Rockwell Appoints J. G. Hoyt Atlanta District Manager

John G. Hoyt, Jr., assistant sales manager of Rockwell Manufacturing Company's water meter division, has been appointed Atlanta district manager for the company's Meter and Valve Division.

He assumed his new duties there October 15, according to J. W. Northcutt, Southern regional sales manager for the division.

Mr. Hoyt joined Rockwell in 1941, when the company acquired National Meter



John G. Hoyt, Jr.

Company, with which he had been affiliated in Houston since 1939. He served as district supervisor of water meter sales in Houston until 1953 when he came to Pittsburgh.

Born in Bogalusa, La., he attended Southwestern College in Memphis, Tenn. and Centenary College in Shreveport, La. He served in the Army Air Force from September, 1942 to January, 1946.

## Wheeling Steel Vice President Member of Engineering Council

J. H. McElhinney, Vice President in Charge of Operations, Wheeling Steel Corporation, has been appointed a member of an Engineering Council to advise and assist in the development of the Schools of Engineering and Mines at the University of Pittsburgh. The appointment was announced by Chancellor R. H.

Fitzgerald and Dean G. R. Fitterer. Members of the Council are nationally known industrialists and educators.

In a statement to the members of the Council, William P. Snyder, Chairman of Crucible Steel Company and Vice President of the University Board of Trustees, pointed out that "the Pittsburgh region is one of the great industrial centers in the world. As such, it is a great engineering center. Only the best possible engineering school can be justified in this environment. The University of Pittsburgh has a long and proud record of service through its thousands of graduates who have reached high places in engineering and industry. Our objective is to continue this record, ever improve upon it, and win always greater support for these schools so that they will continue to grow as the region grows."

McElhinney, who is a registered professional engineer in the state of West Virginia, is a well-known industrial leader and is active in many organizations related to the steel industry and community welfare. He is a graduate of the University of Pittsburgh. Just this month he completed three years as president of the West Virginia Manufacturers Association.

## Reynolds Reduction Company Elects Four Vice-Presidents

Four vice-presidents have been elected by Reynolds Reduction Company, a wholly owned subsidiary of Reynolds Metals Company. The announcement was made by R. S. Reynolds, Jr., President.

The new vice-presidents are W. Monroe Wells, of Richmond, Virginia; J. C. Black, of Hot Springs, Arkansas; W. W. Binford, of Little Rock, Arkansas, and E. J. Appel, of Portland, Oregon.

Mr. Wells, a veteran of 35 years in the aluminum industry, was born in Maryville, Tennessee. He joined Reynolds Metals Company in 1946 as production control manager of the company's McCook, Illinois, aluminum sheet mill. He was transferred to Louisville as central production control manager of the firm's sheet division. In 1950, he moved to Richmond as production control manager for the company. Following that, he was named assistant vice-president in charge of operations.

Mr. Black was born at Harrisburg, North Carolina. He became associated with Reynolds in 1940 as superintendent of the aluminum reduction plant at Sheffield, Alabama. In 1943, he was elected an assistant vice-president and was transferred as plant manager to Jones Mills, Arkansas, in 1946. He was made general manager of the eastern reduction division of Reynolds Metals Company this year.

Mr. Binford was born in Portland, Colorado. He came with Reynolds in 1940, as  
(Continued on page 46)

## Southerners

(Continued from page 45)

superintendent of the aluminum division in Sheffield, Alabama. He was made assistant vice-president in 1943, and plant manager of Hurricane Creek, Arkansas, alumina plant in 1946. On June 1 of this year, he was made general manager of the alumina division of Reynolds Metals Company.

Mr. Appel was born in Rochester, New York, and he came with Reynolds in 1940, as production engineer at Sheffield, Alabama. He was transferred to Longview, Washington, where he was made manager of the reduction plant there. In 1943, he was made assistant vice-president of the company and in 1946, manager of aluminum reduction plant at Troutdale, Oregon. In June of this year, he was named general manager of the western reduction division of Reynolds Metals Company.

### Monsanto Merchandising Division Announces New Appointments

Appointment of Franklin J. Cornwell of St. Louis as director of advertising and sales promotion for Monsanto Chemical Company's Merchandising Division was announced recently by Roy L. Brandenburg, vice president of the company and general manager of the division.

Cornwell replaces Michael H. Sloman, who has resigned from the company.

Brandenburger also announced the appointments of Edward L. Hodge of San Francisco as general manager of sales for the division; Claude T. Bowen of St. Louis as appliance sales manager; and Harry H. Balthaser of Columbus, O., as grocery sales manager. In their new assignments Hodge, Bowen and Balthaser will integrate sales objectives and activities for the division's household products. Additionally, Hodge's responsibilities will include sales of garden products and surface coatings. R. Allan Gardner of St. Louis will continue as sales manager for the latter products. Tom E. Graham of St. Louis will become assistant to Hodge under the new alignment.

In the newly enlarged advertising and sales promotion department Joseph R. Larson of St. Louis will become sales promotion manager for the division. Larson's duties will include contacts with appliance and textile manufacturers, operations of the division's Home Laundry Institute, supervision of the division's Blue Card Premium Program in the appliance and service fields and all promotional activities for surface coatings and garden products.

Frederick T. Lichirie of St. Louis will become promotion manager for new products in the currently realigned advertising and sales promotion department.

### Dr. J. B. Eby Named Director Texas International Sulphur

Dr. J. Brian Eby, former chief of Shell Oil Company's Gulf Coast geophysical de-

partment and leading independent consulting geologist for nearly a quarter-century, has been named a director of the Texas International Sulphur Company.

He will be in charge of explorations for sulphur currently being carried on in the Isthmus of Tehuantepec, Mexico, where Texas International holds vast sulphur concessions. Dr. Eby has participated in major Gulf Coast sulphur discoveries. He has been with Texas International more than a year.

### Gray Named General Manager Masonite's Laurel, Miss. Plant

The appointment of Donald J. Gray as general manager of the world's pioneer and largest hardboard plant at Laurel, Miss., has been announced by John M. Coates, president of Masonite Corpora-



Donald J. Gray

tion. He succeeds Charles H. Westphalen, the corporation's "oldest" employee, who retired because of ill health.

Mr. Gray had been assistant manager and director of purchases since Sept. 21, 1953. He joined Masonite in the spring of 1950 as purchasing agent.

Mr. Coates also announced that Harold E. Nee, who had been assistant general manager, has been named Laurel production manager and first assistant to Mr. Gray.

The changes in the Laurel plant management were effective Sept. 29.

Prior to his association with Masonite, Mr. Gray for seven years had been assistant purchasing agent for The Chicago Tribune, Radio Station WGN and the Chicago Tribune Building Corporation. Previously he was purchasing agent for the Transparent Package Company, Chicago. He has a master's degree in business administration from the University of Chicago. He served two years as an infantry officer during World War II.

Following his appointment as purchasing agent, he centralized the department, directing the purchases for the corpora-

tion and its plants in Laurel and Ukiah, Calif. He moved from the corporation's general offices in Chicago to Laurel in the spring of 1952.

### Oklahoma Natural Gas Names Sterling District Vice Pres.

Tom Sterling, Oklahoma City district manager of the Oklahoma Natural Gas company, has been promoted to the position of district vice president according to an announcement by the board of directors. Sterling began in the gas business 28 years ago and was promoted steadily to his present position. A long time civic leader, Mr. Sterling has been active in the Oklahoma City Chamber for many years.

### Delta-C & S Airlines Names R. W. Freeman Chairman

Directors of Delta-C & S Airlines elected R. W. Freeman, New Orleans businessman, chairman of the board to succeed Carleton Putnam.

Mr. Putnam, chairman of the company since Delta Airlines and Chicago & Southern Airlines were merged in May, 1953, announced that he would not be a candidate for the chair. He will, however, continue as a director. He was the founder and former president and chairman of Chicago & Southern.

Mr. Freeman, 41, is president and director of Louisiana Coca-Cola Bottling Co., Ltd., and has been a Delta director since 1947. He is a graduate of Tulane University, a director of the Hibernia National Bank, a member of the Mississippi River Bridge Authority and active in other civic organizations.

### Downs Named Vice President Dallas City National Bank

Robert J. Downs, former Dallas banker, has joined the City National Bank as vice president, in the correspondent bank department.

He was formerly vice president of the Dallas National Bank, where he started as a bookkeeper 24 years ago. In 1925, he joined the Mercantile National Bank, but four years later returned to the Dallas National, where he was successively promoted to vice president.

### Tennessee Life Elects Benson Vice President

John Benson, with Tennessee Gas Transmission Company since 1948 and insurance manager the past four years, has been elected vice president of Tennessee Life Insurance Company, a subsidiary of TGT.

Mr. Benson holds a master's degree in accounting from the University of Texas, where he taught in 1947 and 1948. A certified public accountant, he has handled such assignments as group life insurance and actuarial matters for TGT.

## Bench Type Punch Press

**Alva F. Allen, Punch Press Dept., Clinton, Mo.**—The New Model B-2 2-Ton Power Bench Type Punch Press is one of industry's most versatile, economical small tools, according to the company. The rugged structure, rigid specifications and precision construction makes this press ideal for production of small stampings. Also suited for Assembly or Secondary operations.

The Model B-2 features quick action, single pin clutch with simple, positive, non-repeat or repeat action; Exclusive straight ram guides with flat gib giving accurate fitting of dies for precision stamping.

Ram has accurate adjustment with simple, positive, lock; Extra large die space for Stamping, Forming, Drawing, Cutting, Riveting, Blanking, etc. of Metal, Plastics, Textile, Fibre, Leather, Paper, etc. This press, the firm states, is ideal for freeing heavier equipment and can be operated at lower cost. In many cases, on short runs, Punches and Dies can be made cheaply, from cold rolled stock.

## Disc Packing Selector

**New York Belting & Packing Co., 1 Market St., Passaic, N. J.**—If you're one of the thousands of small users of industrial packings who can't command the services of packing specialists, this is for you.

It's a packing selector so easy to use a layman could pick out the right packing for almost any application in a matter of seconds.

The selector, a cardboard disc six inches in diameter, and available free to the trade, is, according to the company, not only speedier than the present method of hunting through packing catalogs, but more accurate. Manufacturers' catalogs give many packing choices for the same set of conditions, but the selector automatically picks the most economical one.

Shown on the circular selector are packing styles and pressure and temperature readings for the four types of packing application, i.e., gaskets, valve stems and centrifugal and reciprocating pumps.

The material being handled, water, steam, brine, ammonia, etc., is printed alongside a window in a second and smaller disc mounted on the larger one.

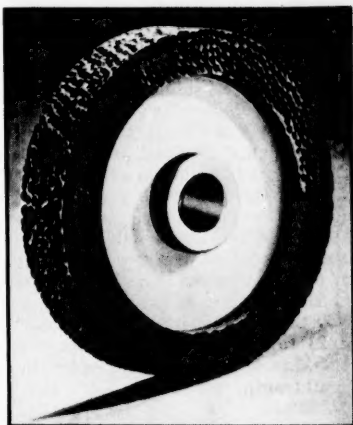
The correct packing shows up in the window alongside the material being handled as the smaller disc is rotated in accordance with the conditions of the application. The reverse side of the "wheel" gives the sizes in which the recommended packing is available.

## Long Life Cutting Wheels

**Schmidgall Mfg. Co., 307 Case St., Peoria, Ill.**—Problems faced by almost every manufacturer and machine shop are: Time lost in the dressing of emery and grinding wheels; Reduction in size of wheels caused by dressing; Wear and

"clogging" of sander belts and wheels which greatly shortens their life.

After many years of research and experimenting, this company has produced an entirely new design of cutting wheels for all non-ferrous metals. Said to do away with "clogging" thus eliminating



**Rugged grinding wheel.**

wheel dressing. It is said that these new wheels will perform many operations not possible with standard grinding and emery wheels. Actual tests indicate that they will outlast many regular wheels.

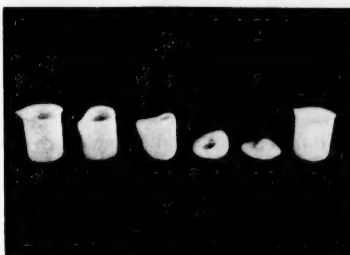
These wheels are made of high-grade steel, properly tempered. Thousands of small pits machined in the surface give the same results as grinding or emery wheels with no clogging.

After long usage the wheels are reversible which gives double life. When dull, reconditioning can be done at low cost. While in operation the size of the wheel remains constant—an important feature for grinding work.

These wheels are made in all standard sizes and arbors, and for fine or coarse cutting.

## Atomic Energy Changes Plastic

**American Agile Corp., 5461 Dunham Rd., Cleveland, Ohio.**—A method whereby harnessed atomic energy is utilized to



**Atomized Plastic.**

change ordinary plastic into a plastic material that will withstand temperatures as high as 350° F., was dramatically

# NEW PRODUCTS

announced recently by the American Agile Corporation, Maple Heights, Ohio, the first company to make available for industrial applications, products made of such material. This material plus numerous examples of the finished products was exhibited for the first time at the Eighth National Chemical Exposition in Chicago.

Of far reaching importance to industry in general, and particularly to the chemical processing, food processing and electrical industries, the material—known as "Agilene-HT"—consists of ordinary Polyethylene whose molecular structure and such properties as its heat resistance and tensile strength have been altered by subjecting it to a bombardment of subatomic particles of high energy.

In commenting on the new material, American Agile President, J. A. Neumann, stated that "this development opens up great new horizons for all those industries presently utilizing the great advantages of Polyethylene, but whose further application of such plastics has been impossible to date because of its low resistance to higher temperatures.

## Knife-File Bag Opener

**R & M Products Co., Gainesville, Georgia.**—With this new combination knife-file bag opener you can, according



**Combination bag opener.**

to the firm, open as many as 10 bags a minute—a flick of the wrist opens any bag of feed, fertilizer, flour or chemicals, without damage to bag or loss of time or temper.

Made of high grade steel with attractive handle and packed with simple instructions (Copyrighted) for using, it is a useful key chain for pocket or hand bag, for cutting, sewing, nail file.

## High Lift Angle Belt

**U. S. Rubber Co., Rockefeller Center, New York 20, N. Y.**—Paper board cartons, wooden cases, cellophane-wrapped articles and merchandise of many kinds may now be carried up inclines as steep  
(Continued on page 48)

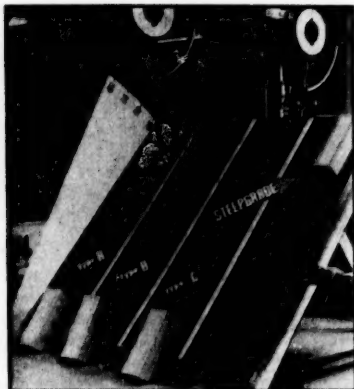


# NEW PRODUCTS

(Continued from page 47)

as 45 degrees without "avalanching," by a new conveyor belt with a slip-resistant surface developed by United States Rubber Co.

The lift angle of the new belt, called U. S. SteepGrade Package Conveyor, is as



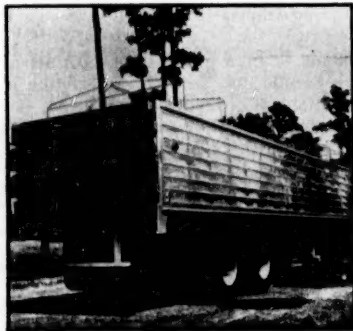
High lift angle belt.

much as 50 per cent steeper than that of most conventional package belts. Tough, springy, rubber cleats covered with tiny grippers on the surface of the belt, also hold packages firmly on steep descents. The belt is self-cleaning. As it flexes over pulleys, the cleats, which are arranged in staggered rows, spread apart, throwing out dirt and other foreign material. When used outdoors on portable conveyors, the cover design will allow water to run off easily on a rainy day.

Molded construction of the belt anchors the cleats strongly to the carcass and prevents them from being torn loose by heavy cases. One square foot of the cover contains approximately 960 cleats. The cleats are 5/32-inch high, 1/2-inch wide and 1/8-inch long, and are spaced in diagonal rows 1/8-inch apart both lengthwise and crosswise.

## Lightweight Grain Trailer

Dorsey Trailers, Elba, Ala. — The "Champion" grain trailer, incorporating



Grain trailer.

for the benefit of grain-haulers the radical load-carrying design innovations developed by Dorsey Trailers for its line of "Champion" vans, now is being produced here by Dorsey.

Extremely light weight, combined with great strength, is the characteristic of the trailer, the company states. A 32-foot tandem "Champion" grain trailer with 10.00 by 20 tires weighs only 8,080 pounds, and a comparable single-axle "Champion" weighs only 6,155 pounds. Like all other "Champions," the grain trailers are actually weighed at Elba, and the exact scale weight is found on every unit.

Despite this reduction in weight, the capacities of both the tandem grain trailers and the single axle models are actually increased over previous models, and can carry more than 54,000 pounds, and 36,000 pounds, of net payload respectively. Standard lengths, for both trailers, are 26 to 36 feet, with one-foot increments. Inside length is 8 inches less than overall length.

## Heat Sealer For Thermoplastics

Sealine Mfg. Corp., 4716 W. Lake St., Chicago 44, Ill.—Everything from garden seed to large industrial parts is wrapped



Plastic sealer.

in film for protection and economy of packaging.

Hand sealing is necessary where large production sealing equipment is uneconomical. To meet this need, this company has introduced a hand sealer which employs an entirely new method of heat sealing directly on Polyethylene, Pliofilm and other thermo-plastics films.

It has been thoroughly field tested and found ideal for sealing all types of bags. According to the firm it is extremely rapid for sealing on flat, straight and irregular shapes.

Applications include sealing bag ends and packages, lap sealing and cutting. Its

low cost, only \$23.90, makes it practicable for use by manufacturers on production lines, in industrial laboratories, by jobbers, food stores, locker plants and plastic converters.

Weight is less than 1 lb. A large and comfortable grip makes it easy to handle. Safety rest keeps roller off table or bench when not in use.

Temperature is adjustable, convenient and accurate from 200° to 450° F. Heating element uses only 50 watts. Operates on either AC or DC.

Made in three models. No. 50 for Polyethylene and Pliofilm; No. 51 for cellophane; No. 52 for cutting and sealing.

## Fast Response Thermocouple

Midwest Research Institute, 4049 Pennsylvania, Kansas City, Mo.—The development of a new type of thermocouple of very rugged construction which features extremely fast response, used for measuring very rapid temperature changes of metal wall surfaces, has been announced by the Engineering Division of Midwest Research Institute.

The instrument is applicable for recording temperatures in such equipment as gun bores, cylinder and piston walls, brake drums, aircraft skins, autoclave walls and air ducts. A plating of one micron (0.00004 inch) at the junction minimizes the response time of this instrument to temperature changes. It has been determined that the time required for the junction temperature to reach 63.2 per cent of the amplitude of a step-change of the exposed surface is approximately 1/4 microsecond.

The special thermocouple has been specifically designed to operate effectively under adverse conditions, and has been satisfactorily tested at pressures up to 60,000 psi under severe mechanical vibration.

The thermocouple was developed under a research program sponsored by the Office of the Chief of Ordnance, Department of the Army.

Two models of the thermocouple have been developed: a small one for use in thin walls and a large one for use in thick walls. The instrument will be made available on essentially an at-cost basis.

## Portable Power Pipe Threader

Lawco Inc., 217 W. 2nd St., Hutchinson, Kansas.—One of the latest inventions placed on the market by the company is a lightweight portable power pipe threader. Weighing only 20 pounds this versatile tool will thread pipe from 1/4 inch through 4 inches.

According to the manufacturer, one of the outstanding features of the tool is that it is designed to use the customer's present dies, stocks, etc., thereby saving considerable money.

The basic unit can be easily adapted to other uses such as an auger, winch, drill, etc.

The unit is distributed by Wiegol Tool Co., 313 W. Main St., El Dorado, Ark.





*"You're all Invited  
for Thanksgiving"*

In just a little while, all America will be sitting down to its Thanksgiving dinner.

There will be grandpa and grandma and mother and father and the kids. A big, golden-brown turkey with all the fixin's. And words of gratitude for the many blessings the year has brought.

At Thanksgiving, as on so many other occasions, it's the telephone that brings the family together. It carries the welcome invitation to "come to dinner" and helps to get everything arranged.

Someone, somewhere—close to home or far away—would enjoy hearing your voice by telephone today.

**BELL TELEPHONE SYSTEM** Local to serve the community. NATIONWIDE to serve the nation.



## Alabama Trailer Firm Announces 50-50 Profit Sharing Plan

Dorsey Trailers, Ella, Alabama, will split its net profit before taxes with its employees on a 50-50 basis, under a profit-sharing plan announced recently by C. E. Dorsey, Jr., company president.

Dorsey's 450 employees will begin sharing in the company's trailer manufacturing profits on Nov. 1st, with one-half the employees' shares paid monthly on a pro-rata basis of an individual's wages for the month.

The other half of the employees' share will be accrued and paid annually into the Dorsey Trailers Employee Profit-Sharing Retirement Fund after adjusting any inequity which may result in monthly incentive pay.

Dorsey, which manufactures freight, produce and refrigerator vans, furniture vans and other trailers, including heavy duty machinery units, put all manufacturing profit under the new 50-50 plan.

The profit-sharing plan, said Dorsey, "is an additional incentive for employees to produce more and better products at a higher income to employees and a greater saving to the company. This great step that Dorsey Trailers is now taking to give its personnel a greater share of the profits of our company has long been anticipated."

"Business is good and we are making plans to put an additional van assembly line into production in the near future," he said. The increased activity will mean increased employment.

Dorsey is the major employer in the Alabama town of 3,000.

## Rockwell Selects Kentucky Site For New \$1 million Plant

Rockwell Manufacturing Company announced the selection of Russellville, Ky., as the site for a new plant expected to go into operation in mid-1955.

The plant will be located on a 30 acre site, according to Campbell Stuckeman, vice president. It will have from 80,000 to 100,000 square feet of floor space and is expected to cost from \$800,000 to \$1,000,000, exclusive of production equipment. Construction will start in early January and initial occupancy is scheduled during May.

The new location was chosen, Mr. Stuckeman said, after a six-month survey conducted with the cooperation of the Kentucky Agricultural and Industrial Development Board. Availability of male labor and favorable freight rates were chief factors in the selection of the plant site.

The plant will be a one story brick and tile building with a natural gas air conditioning system.

## Alexander Smith Buys S. C. Plant For Weaving and Finishing

Alexander Smith, Inc., has purchased a modern plant at Liberty, South Carolina, from Julius Kayser & Company. Ac-

cording to James M. Elliott, president of Alexander Smith, work will begin immediately on equipping the plant for weaving and finishing velvet carpets. The company anticipates that the first carpets will come off the looms later this Fall, with output stepping up to required levels by some time in the Spring.

The modern, one-story plant was built in 1952 for the Kayser Company by Daniel Construction Company of Greenville, South Carolina, whose president, C. E. Daniel, has just been named U. S. Senator by Governor Byrnes of South Carolina to fill out the term of the late Senator Maybank. The plant, which has never been operated by Kayser, is situated on 25 acres of land adjacent to the main line of the Southern Railway and is also well-located relative to major trucking routes. At present it contains about 52,000 square feet of floor space. However, work will begin as quickly as possible on an extension of the present structure which will approximately double its size.

Alexander Smith's decision to locate its velvet weaving operations in Liberty is a sequel to the company's decision to close out operations at its big plant in Yonkers, New York, which it found could no longer be operated economically. The company operates two other plants, one at Greenville, Mississippi, which produces Axminster carpets, and another in Philadelphia, Pennsylvania, which produces the company's Wilton carpets.

## Texas, Missouri Among States Leading in Some Steel Products

Some relatively small steel producing states are among the leaders in capacity for manufacturing specific steel products, according to American Iron and Steel Institute.

Texas, for example, has the largest electric-weld pipe capacity in the United States, although it ranks thirteenth in annual steelmaking capacity. Texas accounts for nearly 24 per cent of this country's 5.5 million ton capacity to produce electric-weld pipe.

Missouri has the second largest capacity for light structural shapes, although it is sixteenth in ingot capacity.

There are 31 states with plants in the steel industry.

The 15 leading steelmaking states are: Pennsylvania, Ohio, Indiana, Illinois, Michigan, New York, Maryland, Alabama, California, West Virginia, Utah, Kentucky, Texas, Colorado and Minnesota.

## \$2,700,000 Textile Plant Building at Knoxville, Tenn.

Construction on the new \$2,700,000 cotton spinning, dyeing, and weaving plant for Cherokee Textile Mills of Knoxville, Tenn., is proceeding on schedule. The plant is now completely under roof and the masonry work has been finished. Completion of the plant is scheduled for the first of the year.

The plant will provide 220,000 square feet of floor area. Overall dimensions are

343 x 598 feet. The building will be totally enclosed and air conditioned throughout. Except for the dyehouse section which includes a basement, it will be a single-floor structure. The dyehouse basement will house the boiler room, dyehouse pumps, water softening facilities, and chemical mixing equipment.

James T. Mitchell of Knoxville, Tenn., is architect for the plant. Daniel Construction Company of Greenville, S. C. and Birmingham, Ala., is the builder.

## South Texas Refinery Plans \$2.5 million Expansion

Work has begun on a new platformer, one of several major units being built at the Pettus plant of the Danahoe Refining Co. where a \$2,671,000 expansion and modernization program is under way, it was announced by D. W. Hovey of Houston, president.

This new unit will produce high octane base stocks in the manufacture of premium grades of gasoline of all types. The platformer will be in operation within 90 days, Mr. Hovey said.

Overall construction at the South Texas refinery will also include new catalytic cracking and polymerization units, and revamping of existing refinery equipment. The building program, part of which is already finished, will increase the plant's capacity from 4,000 barrels of crude per day to about 10,000.

The Danahoe refinery is strategically located in the heart of a crude producing region, and close to civilian and military consuming areas.

Mr. Hovey also announced that the company plans to develop crude oil production of its own upon completion of the current expansion program.

Danahoe's crude production development will be directed by E. O. Bennett, vice president and director of the company who is nationally known as a consulting petroleum engineer.

## Laundry Equipment Firm Plans To Relocate in New Orleans

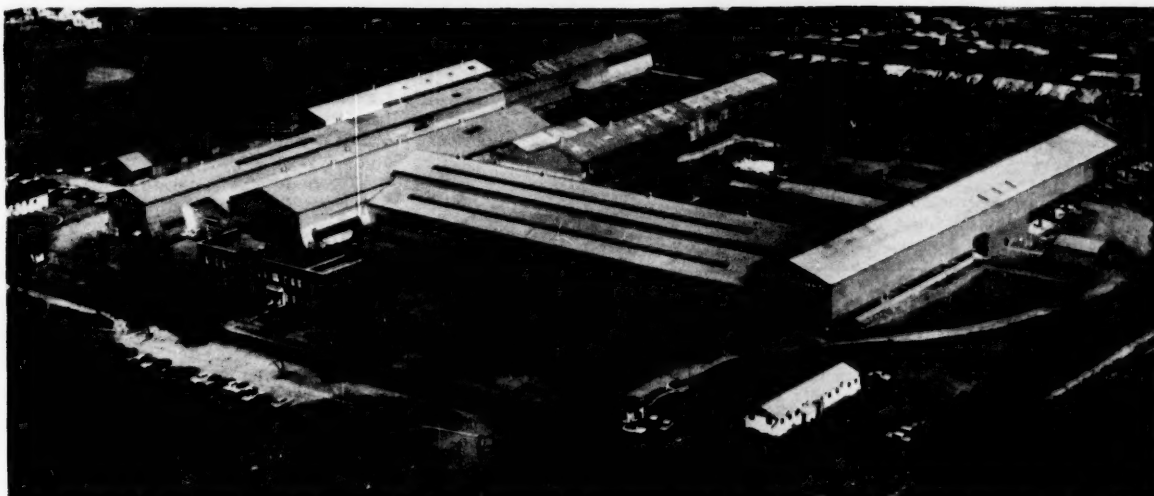
There are many diversified products manufactured in the South. The products of Pellerin Milnor Corporation in New Orleans, Louisiana furnish an interesting example.

This firm manufactures several sizes of Milnor Open-End Stainless Steel Laundry Washers and the Automatic Electrical Controls that are used with such equipment.

Milnor products are used by industrial plants, food processing plants, railroads, hotels, motels and institutions of all types in addition to laundries and dry cleaning plants. The equipment is distributed all over the world. The first commercial laundry installed in Bangkok, Thailand, for example, is Milnor equipped.

Plans are in development at this time for a complete new plant which will be erected on a four acre site in New Orleans that has already been acquired by this manufacturer.

# The Plant



*Recent View of the O'Neal Birmingham Plant*

## that HAD to Grow!

The service given by the O'Neal plant has led to bigger orders and more frequent orders. To take care of them efficiently, more space just *had* to be provided.

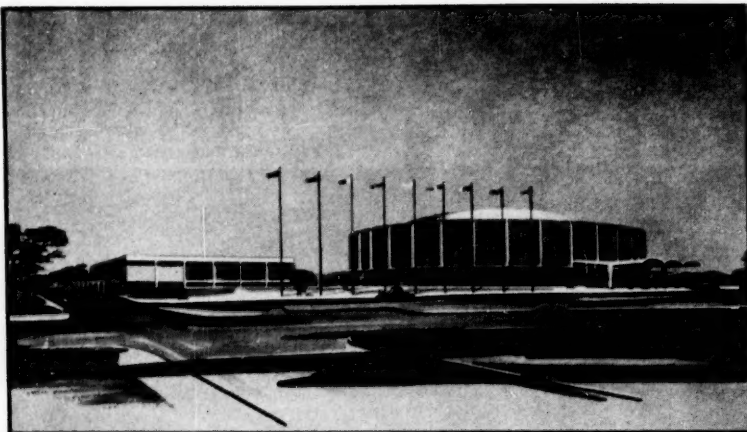
So, further additions had to be made to the already large plant. An increase in working area amounting to 25% has been made by extension of structures. A new wing has been added to the warehouse shed. The office building has been doubled in size.

Right now, we are caught up with our expansions. But the future will probably demand still further growth. And we have planned for that, too!

**O'NEAL STEEL WORKS**

Birmingham 2, Ala.





### Dallas Memorial Auditorium \$6 Million Convention Bid

The Dallas Memorial Auditorium, Dallas, Texas, is a 6-million-dollar bid on the part of that city toward attracting conventions, national, regional and local, to meet at that central point when duly assembled.

This auditorium is designed around convention requirements, but will also accommodate other civic affairs, including athletic events, concerts, ice shows, public forum, religious programs, pageants, etc. Main Convention Hall will seat 10,000 persons.

Structure is reinforced concrete. The

thin shell ribbed dome is 300 feet in diameter. Steel joists and trusses and lightweight concrete deck. Roofing is built-up type. Exterior walls of face brick with granite trim. Sash are fixed glass in aluminum settings. Floors are terrazzo, colored concrete and resilient floor tile. Walls—glazed tile, plaster and wood. It will be air-conditioned throughout. Parking on off-street lot to accommodate 1000 cars. Total floor space is 400,000 square feet.

Detailed plans are in the final stages and bids will be due on December 17.

George L. Dahl, Architects & Engineers, Dallas, are the architects on this structure.

### Duke Power Plans \$24 million Electric Plant at Belmont, N. C.

Duke Power Company will invest over \$24,000,000 in a new steam-electric generating station on the Catawba River near Belmont, it was announced recently.

Construction of the first 165,000 kilowatt unit is scheduled to begin next spring with an anticipated completion date of June, 1957. The installation will eventually be the Company's and the Southeast's largest generating center, with a continuous capability of one million KW.

The plant will be named for G. G. Allen of New York City, former president of the company and now chairman of its Board of Directors.

Plant Allen is part of Duke's continuing expansion program to be ready with dependable power as the need arises. Long range studies, he said, indicate that the population and industrial growth of the Piedmont Carolinas will continue at a high rate.

The Belmont project will add another strategically located generating center to the company's 20,000-square-mile service area in the Carolinas.

Plant Allen's site is about three miles from Belmont in the South Point area of Gaston County. Condensing water for the generating unit will be drawn from the Catawba and discharged into the South Fork River through a mile-long tunnel, which is part of the project.

Also included in the project are a substation and transmission facilities, accounting for \$3,000,000 of the total cost.

Plant Allen will be located about 15 miles downstream from River Bend plant, presently the company's largest, with a continuous capability of 665,000 KW.

Of the most modern and efficient type, Plant Allen's first unit will operate with steam pressure in the 2,000-lb. class and 1,050 degrees F. with reheat to 1,000 degrees F. Spinning at the rate of 3,600 revolutions per minute, the giant generator will produce electricity at 18,000 volts. This energy will be delivered to the substation where it will be stepped up to higher voltages through transformers for delivery to the system transmission network.

### Owens-Corning Will Expand Anderson, S. C., Facility

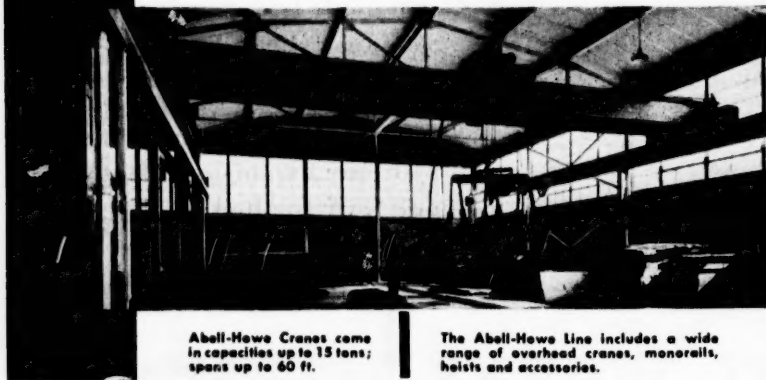
Plans are being laid for an eighteen-thousand-square-foot addition to the Owens-Corning Fiberglas plant in Anderson, S. C. It is expected that ground will be broken late this month. The Daniel Construction Co. of Greenville, S. C., builders, say that steel is scheduled to go up by the end of October and that the addition will be completely enclosed by the middle of November. Equipment will be installed at that time.

The present building was completed early in 1951 and is devoted exclusively to the manufacture of yarn. The present plant also was built by the Daniel Construction Co.



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**Reason...**  
why plant men  
prefer Abell-Howe  
Cranes

Irrespective of size or type, you can always depend on the in-built ruggedness and the positive acting control of Abell-Howe cranes to expedite and simplify your work — with minimum lost motion to save man-hour time. Yet with these and other advantages, Abell-Howe cranes are always conservatively priced. The line is most complete, from jib cranes to the new CRANEMASTER traveling crane. Ask for quotation or catalog on type in which you are interested.



Abell-Howe Cranes come in capacities up to 15 tons; spans up to 60 ft.

The Abell-Howe Line includes a wide range of overhead cranes, monorails, hoists and accessories.

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General Office: 53 W. Jackson Blvd., Chicago



## Southern Opportunity

(Continued from page 27)

are not being done on as wide a scale as the situation warrants.

One of these lies in the realm of evaluating available Southern labor pools and publicizing the opportunity they present to industrial developers.

Among efforts in this direction that appear to be especially worthwhile is one being made currently and for some time past by the Employment Security Commission of North Carolina—Mr. Hugh M. Raper, Director, Raleigh, N. C.

This effort, a bi-monthly release and report titled "Labor Resources in North Carolina for Industrial Development," shows, by counties, the pools of labor available for new industry, broken down into "skilled" and "semi-skilled" groups, and also into sex and race classifications.

Although a labor pool is a disadvantage from the standpoint of income, it is definitely the opposite from the standpoint of opportunity.

It has been often stated that the ultimate of strategy is conversion of disadvantage into opportunity.

Prefaced by a truism such as this, the South's income disadvantage might easily and swiftly be conceived as something to shout over as well as cry over.

### Nitroparaffin Plant Building At Sterlington, Louisiana

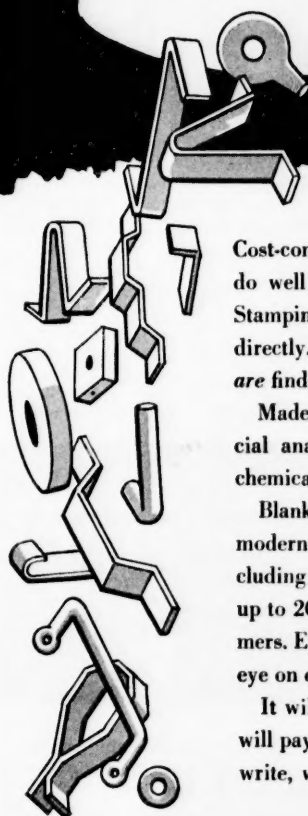
Commercial Solvents Corporation has awarded the contract for construction of its new large scale Nitroparaffin plant to the Ford, Bacon and Davis Construction Corporation of Monroe, Louisiana, it was announced recently by J. Albert Woods, CSC President. Construction of the five-million-dollar facility at Sterlington, Louisiana, has already started and the new plant, the first major step in the company's Nitroparaffin expansion program, is expected to go on stream August, 1955.

The company is presently producing and marketing limited quantities of Nitroparaffins and derivatives, which have already achieved a wide range of applications in chemical and chemical process industries. The present and potential uses of this new family of organic chemicals will be the principal theme of a new educational display to be installed at the 8th National Chemical Exposition which opened at the Chicago Coliseum on October 12th.

In addition to the new construction at Sterlington, the company's existing Nitroparaffin derivatives facilities at Peoria, Illinois, will be enlarged. The construction of full scale Nitroparaffin facilities is another stage in Commercial Solvents' long term petrochemical development. Last winter, a 20-million-dollar expansion of its methanol, ammonia and nitric acid plant was completed at Sterlington, the construction also being handled by Ford, Bacon and Davis.

**QUESTION: WILL IT PAY US TO USE  
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**ANSWER: IT'S PAYING OFF  
FOR OTHERS. WHY NOT FIND OUT!**



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Made to your specifications from our own special analysis steel, you can be sure of correct chemical and physical properties.

Blanked and formed parts are produced on modern presses, with capacity up to 240 tons, including a four-slide machine. Closed-die forgings up to 20 pounds are made on modern drop hammers. Experienced, skilled workmen keep an eagle eye on quality.

It will cost you nothing to find out whether it will pay you, like others, to use our facilities. Just write, wire, or call collect today.

### TYPICAL PRODUCTS MADE BY DIXISTEEL

- Axles—upset, turned and threaded • Ammonia applicator points • Draw bars
- Spacers for harrows • Cutter blades • Sub-soiler points • Pump rods

UPSETTING    HOT-BENDING  
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PUNCHING    DESCALING  
HOT-DIP GALVANIZING

SPECIAL PRODUCTS DIVISION

**Atlantic Steel  
Company**

ATLANTA, GEORGIA • EMERSON 3441

## \$10-\$15 million Modernization Paper Firm at Charleston, S. C.

Engineering for a new Fourdrinier kraft machine and supporting equipment at the Charleston, S. C., mill of West Virginia Pulp and Paper Company, estimated to cost between \$10,000,000 and \$15,000,000 was authorized by the board of directors.

David L. Luke, Jr., president, said preliminary studies indicate the new machine will be a high-capacity Fourdrinier capable of producing a sheet about 18 feet wide at speeds higher than any machines making comparable grades today.

Mr. Luke said the new machine would enable the mill to increase its production of improved surface linerboard, which the company has just started making for the corrugated box industry, and kraft paper, used principally in the manufacture of multi-wall bags for shipping such products as cement, fertilizer, sugar, foods and chemicals.

Since such machines are custom-made to the specifications of the company, the contract for the construction and installation of the equipment will not be let until after the engineering is completed.

## Pilot Plant in Georgia To Chemically Treat Cotton

The first pilot plant for the cyanoethylation of cotton was officially opened at Rossville, Georgia last month according to an announcement by the Institute

of Textile Technology. This step was termed "a major development" which could materially improve the competitive position of cotton.

Cyanoethylation is a process in which cotton is modified by reaction with a chemical called acrylonitrile to produce a new textile material.

The pilot plant, located at the National Plant of Standard-Coosa-Thatcher Company, is the result of intensive work by the I.T.T. research center in Charlottesville, Virginia and American Cyanamid Company on equipment design and process development for the chemical modification of cotton.

Designed for maximum versatility this installation permits a complete study of the operation to determine the most economical commercial process, it was disclosed.

A minimum of 20,000 pounds of cyanoethylated cotton is scheduled for production in this pilot plant within the next nine months. This new fiber material derived from cotton will be subjected to service tests on a large scale market evaluation program conducted by the Institute in conjunction with the textile mills constituting its membership.

This unique program marks the first time that a large group of textile manufacturers with its own cooperative research center have engaged with a major chemical company in the evaluation of a new textile fiber and production methods developed by the research center.

American Cyanamid Company, a lead-

ing producer of acrylonitrile in this country, has supplied and installed the equipment for this pilot plant in facilities made available by one of the member mills of the Institute, Standard-Coosa-Thatcher Company. The Institute will operate the pilot plant, treating cotton yarns and fiber supplied by its member mills, who will in turn process the cyanoethylated cotton into various end-use products and aid in the market evaluation.

## C P & L Dedicates New Plant Names it Louis V. Sutton

Carolina Power & Light Company dedicated its big plant last month and, by unanimous vote of its directors, named it the "Louis V. Sutton Steam Electric Generating Plant," honoring the company's president.

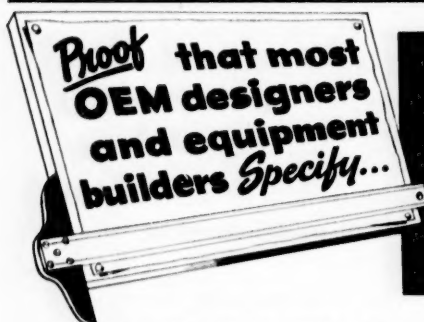
W. H. Weatherspoon, Vice President and General Counsel, broke the news that the full board of directors had named the plant for Sutton. He said CP&L's president for the past 21 years had "supplied the vision and foresight, the patience and persistence of a veteran executive and experienced utility operator."

He credited Sutton with personally negotiating the merger of Tide Water Power Company into CP&L's system, resulting in lower rates and this giant power-maker for the area.

Governor Hodges said, "An abundant supply of electric power has aided North Carolina in its steady and continuing development of industry, both old and new. The promise of an abundance of electricity from plants such as this brightens its future prospects. . . ."

Sutton spoke briefly to eulogize the genius of Thomas Edison, who was being honored at dedications and luncheons throughout the land. Referring briefly to the recent hurricane, Sutton paid warm tribute to the men and women who worked without regard for rest or personal comfort to restore electric service.

The new plant will add a second generator next year to make it CP&L's largest.



**WISCONSIN**  
HEAVY-DUTY  
*Air-Cooled*  
**ENGINES**

In 1953 a leading Design trade magazine conducted a survey among 1902 manufacturing plants on the use of Internal Combustion Engines of less than 60 hp., as power components in equipment made for resale.

Projected returns from 42.6% of plants contacted showed an estimated 678 plants using engines in the stated category, representing total engine purchases of 2,727,216.

Answering the question: "Who makes the Internal Combustion Engines you Use?" . . . Wisconsin Motor Corporation received 132 mentions, as against 105 for the second place builder, 56 for No. 3, 51 for No. 4—in a list of 41 classified engine manufacturers.

This outstanding preference for Wisconsin Heavy-Duty Air-Cooled Engines (although limited to a power range of 3 to 36 hp. in a broad survey classification including ALL engines below 60 hp.) provides tangible evidence that "WISCONSIN" rates first among men who know engines best. We'd like to count you among them.



**WISCONSIN MOTOR CORPORATION**

World's Largest Builders of Heavy-Duty Air-Cooled Engines

MILWAUKEE 46, WISCONSIN

## Further Pipeline Expansion Approved for Texas Eastern

Texas Eastern Transmission Corporation has received Federal Power Commission approval, dated September 20, to construct and operate 58 miles of 20 and 16-inch pipeline from Joaquin to Longview, Texas, at an estimated cost of \$3,269,000, according to an announcement by George T. Naff, president.

The new pipeline will consist of 26.5 miles of 16-inch pipeline extending from the company's compressor station near Joaquin, Texas, to the Carthage field in Panola County, Texas, and 31.5 miles of 20-inch pipeline from the point of termination of the 16-inch pipeline to the terminus of the company's 24-inch pipeline near Longview, Texas.

The announcement stated that the new pipeline would permit gas from the company's lines originating at Provident City, Texas, to be transferred to its 24-inch pipeline originating at Longview.

# Bowaters

(Continued from page 28)

For many years Bowaters has supplied newsprint to American newspapers, particularly in the South, from its Corner Brook mills in Newfoundland. Corner Brook's shipments to the United States will not be decreased as a result of the new Tennessee mills. In fact, the additional capacity has permitted Bowater to more than double the number of its customers in the United States.

Bowaters Southern employs some 700 persons with an annual industrial payroll of \$3,500,000, and pays out another \$3,500,000 for pulpwood to hundreds of southern landowners and farmers in eight states. The company will eventually have 200,000 acres of forest lands in Tennessee, North Carolina, Georgia and Alabama.

Unlike northern pine and spruce which mature in about 75 years, southern pine, from which Bowaters makes its pulp and newsprint, is a fast-growing tree, maturing in about 25 years. Until recently, it was thought that the resinous nature of southern pine prevented its use in the manufacture of newsprint. Today, however, as a result of patient research and development, this quick-growing tree has become an important raw material for the newsprint industry.

The SNPA endeavored unsuccessfully for years to induce paper manufacturers to produce newsprint from southern pine. A pioneer mill was built at Lufkin, Texas, in 1937, and another began production at Coosa Pines, Alabama, in 1950, but both of these were erected with the aid of publisher capital.

A unique feature at Bowaters is its gigantic wood storage pond, the first ever built. Developed by the company to eliminate wood deterioration—a hazard common to southern mill operations where logs are stored in the open—this huge 500-foot pond can hold 30,000 cords of wood, enough to keep the mills running for six weeks.

Situated on an 1,800-acre site on the Hiwassee River, forty miles northeast of Chattanooga, the Bowaters Southern mills every twenty-four hours use some 900 cords of

wood, 25,000,000 gallons of water and 60 tons of chemicals. Operating round-the-clock every day in the week, the mills hum with a normal electrical load of 40,000 kilowatts, approximately half of which is produced in its own power plant and the remainder purchased from the TVA.

An important factor in choosing the Calhoun site was its ideal location in the strategic center of a railroad, highway and river transportation network, effectively linking populous centers of the South, and with

ready access to piped natural gas, coal and labor.

Although the plant has been in operation only for a short time, the tremendous volume of orders for newsprint has justified the decision of Bowaters to locate in the South. In fact just this month the new plant announced that plans were being made to double the present production capacity with a doubled investment of another \$60,000,000.

Another Big  
Construction  
Job . . .



with the  
"BUILT-IN"  
Features Of

Exposed Solite units were used throughout the new student apartment building at Union Theological Seminary, Richmond, Va. Two wings of large "U" shape building are pictured above. Architect: Baskerville & Son. General Contractors: Southern Engineering and Construction Corp.

**SOLITE**  
LIGHTWEIGHT MASONRY UNITS

All the most wanted construction features are built right into every Solite block!

Solite units are natural insulators . . . help keep homes cooler in summer, warmer in winter. And these lightweight masonry units provide welcome quietness by absorbing over 50% of room noise! Most important, the beauty of Solite is permanent! Whether used for exterior or interior finish, Solite never rusts, never stains!

Yes, you build better with Solite . . . and you build better at no extra cost!

**REMEMBER**—Architects and engineers are professional advisors. Regardless of what type of construction you are interested in, consult them. They will be glad to help you build better.

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Charlotte, N. C.



## FINANCIAL NOTES

Mr. D. T. Staples, president of **Tide Water Associated Oil Company**, announced that at a meeting of the Board of Directors held recently a plan of recapitalization was approved whereby it is proposed to amend the certificate of incorporation to create an issue of \$1.20 cumulative preferred stock, \$25.00 par value, and to offer to the holders of outstanding common stock, other than Mission Development Company, Mission Corporation and Pacific Western Oil Corporation, the opportunity to surrender all or any part of their common shares in exchange for such new preferred stock on a share-for-share basis. The three corporations named own together approximately 53 per cent of the outstanding common stock.

Sales of **The Dow Chemical Company** for the first quarter of its fiscal year were slightly below the 1953 level, the company reported. For the three months ended Aug. 31, Dow's net sales were \$107,822,510 against \$110,503,775 for the corresponding period in 1953.

Depreciation, including rapid amortization under certificates of necessity, amounted to \$18,989,579 as against \$16,092,656 in 1953, while U. S. and Canadian taxes on income dropped from \$12,469,263 last year to \$8,965,665 this year.

Net income for the quarter was \$8,544,028 which, after provision for preferred

stock dividends, was equivalent to 36 cents per share of common stock outstanding. In the first quarter last year Dow's net income was \$9,762,957, equivalent to 43 cents per share. Preferred stock dividends in both quarters were \$303,869.

Common shares outstanding rose from 22,007,010 to 22,651,010.

A new profit-sharing plan for its employees throughout the country has just been announced by **The Champion Paper and Fibre Company**, one of the country's leading producers of paper.

The plan for division of profits was given an overwhelming vote of approval by the Common Shareholders on Oct. 1st. The plan is subject to the approval of the U. S. Treasury Department, as to whether or not it conforms to the laws and regulations permitting such plans.

Under the new plan, fifteen per cent of Champion's profits before taxes will be allocated to the benefit of employees, according to Reuben B. Robertson, Jr., President of Champion.

There will be no deductions from employees' wages for hospitalization, retirement income, life insurance, health and accident insurance, medical and surgical benefits. The cost of these benefits will be paid from the fifteen per cent of profits before taxes. The balance of the fifteen per cent will be put into a trust fund

with an individual account for each employee.

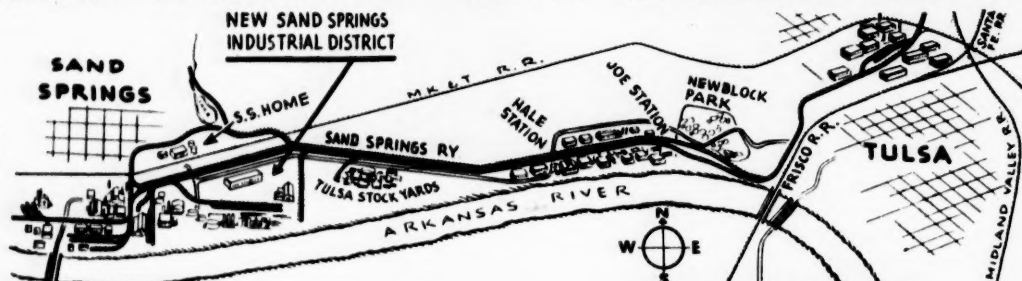
**Republic Steel Corporation** reported net income for the third quarter of 1954 of \$10,302,001, which compares with net income of \$14,048,033 for the third quarter of 1953.

Net income per share of common stock for the third quarter of 1954, based on 6,565,965 common shares outstanding Sept. 30, amounted to \$1.57. This number of shares includes 555,124 shares issued as a result of conversion of Prior Preference Stock into Common Stock. Republic called for redemption on Aug. 31, all of its outstanding Prior Preference Stock. Owners of such stock had the privilege of converting their holdings into common stock on the basis of two shares of common stock for one share of Prior Preference held.

Had the 6,565,965 shares of common stock been outstanding the entire year, net income per share for the first half 1954 would have been \$3.65 instead of \$4.01 previously reported.

Earnings of **The Mead Corporation** for the sixteen weeks ended Oct. 3, 1954, amounted to \$1,678,311, equal, after allowing for preferred dividends and all charges, to \$1.37 per common share. This compares with \$1,298,516 for the sixteen weeks ended Oct. 4, 1953, equal, after

## Nearly 100 Industries Selected Oklahoma's SAND SPRINGS—TULSA Industrial District!



### WHO THEY ARE . . .

Commander Mills, Inc., South West Box Co., Kerr Glass Mfg. Corp., American Smelting and Refining Co., Southwestern Porcelain Steel Corp., Pedrick Laboratories, Inc., Orbit Valve Co., National Tank Co., Frank Wheatley Pump and Valve Mfr., Lock Joint Pipe Co., General Paint Corp., American Steel and Wire Co., Bethlehem Steel Co., Lincoln Electric Co., Southwest Steel Corp., Standard Magnesium Corp., Standard Aluminum Co., Enardo Mfg. Co., Sheffield Steel Corp., The Boardman Co., Youngstown Steel Products Co., Mo-Vi, Inc., Boyles Galvanizing Co., Stanley Home Products Co., Santa Fe Engineering and Equipment Co., The Fibercast Corp., and many others.

### WHAT THEY MAKE . . .

Products manufactured and distributed in the national market (many of them exported) by the Sand Springs-Tulsa area companies include Textiles, Fruit Jars, Corrugated Boxes, Zinc Products, Steel, Electric Fixtures, Chemicals, Canned Foods, Janitor Supplies, Meat Products, Petroleum Products, Dog Food, Porcelain Enameled Steel, Paints and Varnishes, Building Materials and many others.

# WHY?

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• NATURAL GAS • ELECTRIC POWER • SATISFACTORY LABOR-LIVING  
CONDITIONS • COMPLETE BELT-LINE FREIGHT SERVICE — Direct con-  
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Write for Complete Information

**SAND SPRINGS HOME INDUSTRIAL DEPT., SAND SPRINGS, OKLA.**



preferred dividends and all charges, to \$1.04 per common share.

For the 40 weeks ended Oct. 3, 1954, net profits amounted to \$4,161,660, equal to \$3.38 per common share. This compares with \$3,885,181 in the same period a year ago, equal to \$3.14 per common share.

The foregoing computations of earnings per common share are based on 1,172,053 common shares now outstanding.

Net sales for the sixteen weeks were \$32,473,446, as compared with \$33,235,294 in the like period a year ago. Net sales for the 40 weeks ended Oct. 3, 1954, amounted to \$83,813,763, which compares with \$85,617,961 a year ago.

**Blaw-Knox Company, Pittsburgh**, has acquired all the outstanding capital stock of **The Tri-Lok Company**, grating fabricators, Pittsburgh.

The joint announcement was made by W. Cordes Snyder, Jr., president of Blaw-Knox, and A. J. Diebold, who has been president of the 28-year-old Tri-Lok firm.

One of the pioneers in the grating field, Tri-Lok plant facilities are at 55th and Butler Streets, Pittsburgh. It makes mechanically interlocked open metal flooring, or gating, in both steel and non-ferrous metals, and steel bridge decking. These products will be added to the Blaw-Knox commercial and railroad grating lines.

Blaw-Knox plans to operate the plant as a branch of one of its nine operating divisions.

**The Trane Company of La Crosse, Wis.**, one of the nation's leading air conditioning and heating manufacturers, declared a 100 per cent stock dividend as Donald C. Minard, president, reported 9-months' sales up 11.5 per cent and net profit up 70.2 per cent from the comparable period of 1953.

Minard announced the stock split, the second in three years, in addressing the New York Society of Security Analysts, composed of the experts who study the future of America's top industries for this financial center.

The split announced by Minard increases the number of common shares from 600,000 to 1,200,000. It is effective Dec. 15, 1954, for shareholders of record Nov. 15, 1954.

Trane directors also declared a dividend of 25 cents per share on the split stock payable Feb. 1, 1955, to shareholders of record Jan. 12, 1955, for the first 1955 quarter.

**Hercules Power Company** reported for the nine months ended Sept. 30, 1954, net income equal, after preferred dividends, to \$3.89 a share on 2,684,508 shares of common stock outstanding.

Net income for the first nine months of 1953 was equal, after preferred dividends, to \$3.43 a share on 2,677,937 shares of common stock outstanding.

For the third quarter of 1954 net income was equal, after payment of preferred dividends, to \$1.31 a share on common stock. This compares with net in-

come in the third quarter of 1953 equal to \$1.04 a share on the common stock.

Net sales and operating revenues for the nine months' period were \$140,191,466 compared with \$146,810,494 for the corresponding 1953 period.

**Mr. E. A. Yates, Chairman of the Board of The Southern Company**, announced that the Board of Directors of that company, at a meeting held at Atlanta, Ga., recently, declared the regular quarterly dividend of 20c per share on its common stock, payable on Dec. 6, 1954, to stockholders of record at the close of business on Nov. 1, 1954.

**American Cyanamid Company** recently announced the operating results for the first nine months of 1954.

Net sales of the company and its wholly-owned subsidiaries were approximately \$293,326,000 as compared with \$287,302,000 for the first nine months of 1953.

Consolidated earnings before tax approximated \$38,997,000 for the nine months of 1954 as against \$43,428,000 for the corresponding period last year.

The provision for Federal and foreign taxes on income was \$19,300,000, and in the preceding year the amount for the corresponding period was \$20,800,000.

Consolidated net earnings were \$19,697,000 against \$22,628,000 for the 1953 period.

Common stock outstanding increased to 8,717,554 shares at Sept. 30, 1954, from

8,646,261 shares at Dec. 31, 1953, as the result of conversion of preferred stock during that period.

Consolidated net earnings, after dividends on preferred stock, for the first nine months of 1954 amounted to \$2.17 per share based on common stock outstanding Sept. 30, 1954, compared with \$2.60 per share for the first nine months of 1953 based on shares outstanding at the end of 1953.

**Otis Elevator Company's** annual report has been judged the best in the building equipment field, according to the survey of annual reports conducted by "Financial World." The bronze "Oscar of Industry" will be presented to Bruce Wallace, financial vice-president of the company, at the annual awards banquet to be held at the Hotel Statler on October 25th. Weston Smith, originator and director of the surveys, is to make the presentation.

A total of 5,000 annual reports were considered by financial analysts this year in the international competition. These were judged by 100 industrial classifications for the best-of-industry awards. In the building equipment category, American Radiator & Standard Sanitary Corporation was runner-up for top honors while Kawneer Co. placed third.

**Merritt-Chapman & Scott Corporation's** annual report has been judged the best in the Construction Services industry.

## CONNORS STEEL

"...on the job"



**Alabama Power Company's Gorgas Steam Plant Unit No. 8 is among the many construction projects using Connors' Concrete Reinforcing Bars.**

**Located in the heart of the South, Connors is prepared to provide you, too, reinforcing bars which are "fabricated to your specifications and delivered on schedule."**

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### CONNORS PRODUCTS:

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## CONNORS STEEL DIVISION

H. K. PORTER COMPANY, INC.  
OF PITTSBURGH  
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## WHO'S WHERE

**Lamson Mobilift Corporation, Portland, Oreg.**, manufacturers of stand-up and sit-down fork lift trucks ranging from 2,000 to 4,000 pound capacity, announces the appointment of **John L. Baldridge** as **Branch Manager** of the Southwestern District, with headquarters in **Dallas, Tex.**

His duties will include coordinating all sales and service efforts in the southwestern United States, plus acting as liaison, in his district, between Lamson



**John L. Baldridge**

Mobilift and its affiliated company, Lamson Corporation, manufacturers of Air-

tubes, Blowers, Conveyors, and Automatic Pallet Loaders.

Prior to joining Lamson Mobilift Corporation, Mr. Baldridge was a special representative for the Supply Division of Jones-Laughlin Steel Company.

He attended Hardin Simmons University and Tulsa University, where he majored in economics, and is presently a member of the Dallas Branch of the American Materials Handling Society.

Dr. Frank J. Soday, vice president and director of the Research and Development Center of The Chemstrand Corporation, announced six appointments recently.

They are: **Vernon L. Bell**, **George H. Brinkman**, **Ralph E. DeBrunner**, **Donald A. Hoes**, **Dr. D. H. Hagerbaumer**, and **David E. McConnell**.

Mr. Bell is engaged in the general process activities. He previously was a chemist with U. S. Geological Survey and a teaching assistant at Alabama Polytechnic Institute at Auburn, Ala.

Mr. Brinkman of the chemical engineering group is a native of Covington, Ky.

Mr. DeBrunner of the analytical section is a native of Cincinnati, and received a bachelor of science degree from the University of Cincinnati.

Mr. Hoes is in the analytical section. A native of Cincinnati, he received a bachelor of science degree from the University of Cincinnati.

Dr. Hagerbaumer is in charge of activi-

ties of the Chemstrand nylon information group at Wilmington. He is a native of Quincy, Ill. He received a master of science degree in organic chemistry from the University of Michigan, and a Ph.D. degree in chemical engineering from the University of Iowa.

Mr. McConnell, a native of Van Buren, Mich., is in the textile testing section. He received a master of science degree from Michigan State College. He previously attended Emmanuel Missionary College, Berrien Springs, Mich. Mr. McConnell has served as a school principal in Birmingham, Ala.

**Wesson Metal Corporation, Lexington, Ky.**, producer of carbide metals, has announced the addition of **James H. Johnson** and **Donald E. Hamilton** to its sales organization.

Johnson, who has served the Wesson Metal Corporation for the past several years, has been assigned to the Cleveland area. Prior to serving with the United States Army in Korea and Japan as an administrative specialist, Johnson attended the University of Kentucky.

Hamilton, who will represent the company in the Illinois district, comes to Wesson Metal Corporation from the Austin Western Company of Aurora, Illinois, where he was Methods Engineer. He was also previously with Kennametal, Inc., and Vascoloy-Ramet Corporation on the sales and service engineering staff.

**Robert Eis** has been named to fill the position of Chief Inspector over 13 departments at TEMCO Aircraft Corporation's Dallas, Tex., plant, President Robert McCulloch announced recently.

Eis formerly was group liaison engineer with duties over TEMCO's B-47 rear fuselage projects. In his new position, he will be in charge of inspection in TEMCO's McDonnell, Boeing, Lockheed, and Republic manufacturing departments and in the R7V and R6D Navy transport overhaul program.

In the three and one-half years he spent with TEMCO, Eis has had liaison engineering duties in every manufacturing and overhaul project.

**Virgil B. Pettigrew**, formerly general supervisor in charge of scheduling and change control at TEMCO Aircraft Corporation, has been appointed assistant manager of manufacturing control.

Walton M. Dallas, manager of manufacturing control for the Dallas, Tex., firm, announced the appointment.

Louisville and Nashville Railroad Company announces effective Oct. 1, 1954, **Mr. William S. Gahan** is appointed Freight Traffic Agent, **Louisville, Ky.**

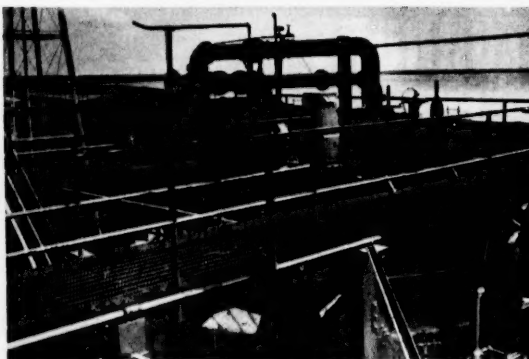
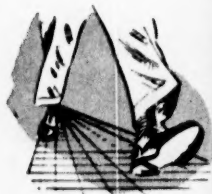
Effective with this appointment, the position of Freight Traffic Agent, Lexington, Ky., is abolished.

Also effective Oct. 1, 1954, **Mr. Elmer W. Simpson** is appointed Division Freight Agent, **Louisville, Ky.**

Effective with this appointment, the position of General Agent, Louisville, Ky., is abolished.

In addition, effective Oct. 1, 1954, **Mr. William J. McDonald** is appointed District Freight Agent, **Lexington, Ky.**

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## BUSINESS NOTES

The newly-formed **Wiley Equipment Company, 710 Tenth Street, Atlanta, Ga.**, has been appointed to sell and service the line of fork trucks, straddle carriers and other materials handling equipment manufactured by the Industrial Truck Division of Clark Equipment Company, according to an announcement by L. A. DePolis, Clark sales manager.

The dealer will handle the Clark products in the Georgia counties north and west of and including the counties of Screven, Jenkins, Emanuel, Candler, Montgomery, Jeff Davis, Coffee, Atkinson and Clinch.

Wiley Equipment Company was recently formed by Eugene V. Wiley, president. Until recently, Mr. Wiley was vice president and sales manager of the M-H Equipment Company, Birmingham, Ala., and since 1952 had been manager of that company's Atlanta, Ga., branch. Previous to this association, Mr. Wiley was on Clark's sales staff with duties in Tennessee.

**Baldwin-Lima-Hamilton Corporation, Construction Equipment Division, Lima, Ohio**, announces the appointment of two new distributors for the sale of LIMA shovels, cranes, draglines and pull shovels.

**R. S. Armstrong & Bros. Co. of Albany, 300 South Slappey Drive, Albany, Ga.**, has been named distributor covering the southern portion of the State of Georgia.

The distributorship for the northern portion of the State of Texas has been assigned to **Fred Berryhill Equipment Co., Inc., P. O. Box 8, Plainview Cut-off Road, Lubbock, Tex.**

Appointment of **Flow Engineering Sales Company, 405 Woodland Drive, Birmingham 9, Ala.**, as authorized distributor for Parker tube fittings and related products is announced by D. A. Cameron, industrial sales manager of The Parker Appliance Company, Cleveland, Ohio.

According to R. D. Beatty, Jr., general manager, Flow Engineering, will maintain stocks of Parker fittings including Triple-lok, Ferulok, In-tru, and Weld-lok types as well as tube fabricating tools, for prompt servicing of customer needs in the Alabama area.

Working with this new distributor, and providing technical assistance as needed, will be Lewis C. Ely, Parker district manager in the southeastern area.

**Admiral Distributors, Inc., 700 E. Union St., Jacksonville, Fla.**, has been appointed distributor for Whirlpool Corporation in 29 counties of northeastern Florida and 11 counties in southeastern Georgia, it was announced today by John M. Crouse, Whirlpool sales manager. The new Whirlpool distributor, which replaces Cain & Bultman, Inc., is directed by Charles B. Birchwood, general manager.

The appointment of Associated Distributing Co., 822 Gervais St., Columbia,

S. C., as a Whirlpool distributor, effective Nov. 1, was also announced by Crouse. Headed by Roy Strasburger, senior partner, Associated Distributing Co. will service Whirlpool dealers in 30 southern counties of South Carolina. The new distributor will cover territory left vacant by A. F. Epting Appliance Co.

**The Carter-Bearden Company** is the newly appointed representative of the Insul-Mastic Corporation in the Atlanta, Georgia, area. Insul-Mastic manufactures

heavy asphaltic coatings. Carter-Bearden will employ these protective coatings in offering four different services to industry. These are: preventing corrosion, vaporsealing insulation, waterproofing building walls, and controlling condensation.

**Murray Gurentz and Stanley Ezell** announce moving of their offices on Oct. 1, 1954, to Suite 1931-1933, (New) Republic National Bank Building, Pacific at Ervay, Dallas, Tex.

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### ARMCO STEEL BUILDINGS





## Isocyanate Chemical Plant Will Locate in West Virginia

The first full-scale production plant in America for the manufacture of isocyanate chemicals will be built near New Martinsville, W. Va., by Mobay Chemical Company of St. Louis, President David L. Eynon announced recently.

The recently-formed Mobay company is jointly owned by Monsanto Chemical Company of St. Louis and Farbenfabriken Bayer A. G. of Germany. Monsanto has been producing the new isocyanates in a small-scale interim plant at Anniston, Ala. The Bayer company has been in commercial production of the chemicals in Germany for more than two years.

Isocyanates are used in combination with polyester resins to produce flexible and rigid foamed plastics, wire coatings, paints, new synthetic rubber formulations and adhesives.

The new plant will be capable of producing several hundred tons of isocyanate chemicals a month and equivalent amounts of polyester resins, Eynon said. Until the new plant is in operation, Mobay will supply the chemicals from the interim plant (which Monsanto operates) at Anniston and from imports of the chemicals from the Bayer company in Germany.

When the new plant is completed, approximately 150 persons will be employed at an estimated annual payroll exceeding three quarters of a million dollars.

## Chattanooga Cellulose Plant Now Expanding Facility

Southern Chemical Cotton Company, of Chattanooga, Tennessee, one of the major producers of cellulose from cotton linters, is expanding its facilities by the addition of a new purification plant. The expansion consists of a new building

housing equipment to continuously cook, wash, and bleach approximately 200 tons of finished linters (chemical cotton) per twenty-four hours. This addition is under construction, and is expected to be in operation in March, 1955.

Chemcot's desire to improve the quality of their product has dictated this expansion in its present form. A much more uniform product is expected in addition to effecting important operational economies. The entire purification plant is located in a single building to permit the closest possible supervision; and all equipment, including digester, brown stock and bleach washers, bleach mechanical equipment and towers, has been generously sized in order to provide adequate flexibility to process the many different grades of cellulose demanded by the trade. Particular care has been exercised in selecting materials from which equipment, piping, bleach towers, etc., are manufactured to prevent contamination and thus improve quality.

All phases of the project have been designed with quality of product the prime objective; and no compromise has been made. J. E. Sirrine Company, of Greenville, South Carolina, are the engineers.

## American Potash to Erect Lithium Plant in San Antonio

Plans have been completed for the construction by American Potash & Chemical Corp. of a plant for the manufacture of lithium chemicals near San Antonio, Texas, Peter Colefax, president of the company, announced.

This facility will be owned by a newly-formed company, American Lithium Chemicals, Inc., 50.1 per cent of whose stock is held by American Potash & Chemical Corp. and the balance by Bikita Minerals (Private) Ltd. Lithium ores for the plant will be supplied by the latter company from its large deposit of high-

grade lithium ores in Southern Rhodesia, Africa. American Potash & Chemical Corp. already holds a 21.25 per cent interest in Bikita Minerals.

Total capital requirements of American Lithium Chemicals, Inc., and the Bikita property will be in excess of \$8,000,000. A substantial portion of the amount required by American Lithium Chemicals, Inc., will be obtained by them through a bank loan.

"Addition of the San Antonio plant is a major step in American Potash & Chemical Corp.'s program of expansion in the lithium chemicals field," Colefax explained. "There is a large unsatisfied demand for lithium products as a result of the substantial growth in their use in enamels, ceramics, all-weather greases, air-conditioning and other fields."

Initial production at San Antonio will be lithium hydroxide. American Potash & Chemical Corp. has produced lithium chemicals at its plant in Trona, Calif., since 1934, with all of the Trona output since 1951 being in the form of lithium carbonate. In addition, the company has been marketing lepidolite, a high-grade lithium ore, from Bikita since the latter part of 1953.

Remember that the bargain counter days for democracy are over, and that our democracy is on display before a questioning world. Each of us is its custodian.

## NEW PLANTS

(Continued from page 14)

**WILMINGTON**—Merry Transfer let contract to Luther T. Rogers, Inc., Wilmington, at \$47,630 for warehouse. Altabellis Assoc., Wilmington, Archts.

**WINDSOR**—T. J. Heckstall plans \$40,000 tobacco warehouse.

### OKLAHOMA

**TULSA**—Cooper Supply Co. (owned by J. H. G. Cooper, Springfield, Mo.) to construct 12 warehouses, S.E. corner 41st St. & Sheridan Road. E. R. Cooke, Tulsa, Manager.

**TULSA**—Public Service Co. of Oklahoma plans \$40,000,000 expansion and modernization program of Tulsa generating station.

**TULSA**—Waukesha Motor Co., Waukesha, Mich., plans \$50,000 addition to expand its Tulsa office into its largest sales and service branch.

### SOUTH CAROLINA

**BEACH ISLAND**—South Carolina Electric & Gas Co. plans \$25,000,000 steam electric plant on Savannah River.

**CHARLESTON**—Station WCSC-TV, Charleston, let contract to C. W. Blanchard, Charleston, at \$36,733 for additions to TV center in Charleston. Halsey & Cummings, Charleston, Archts.

**CHARLESTON**—Thomas & Howard Co. let contract to General Const. Co., Columbia, for \$25,000 warehouse.

**COLUMBIA**—Atlantic Co., Columbia, let contract to C. G. Shockey Constr. Co., Columbia, at \$509,453 for cold storage plant.

**COLUMBIA**—Columbia Peanuts Products

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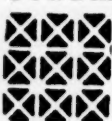
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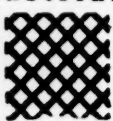
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Co. received bids for warehouse. Henry A. Rippelmeyer, Archt.

**COLUMBIA**—Universal Business Machines, Inc., Leroy J. Benson, Pres., 204 Sumter St., have 40-acre site near Columbia and plan a new plant to manufacture office machine for sorting cards and papers.

**HARTSVILLE**—Nu-Maid Hosiery Mills, Empire State Bldg., New York, let contract for addition to its Butler's Hosiery mill, and will remove a Pennsylvania plant here.

**LIBERTY**—The Alexander Smith Co. let contract to Daniel Constr. Co., Greenville, S. C., at \$500,000 for plant extension.

**MAULDIN**—C. F. Sauer Co., Greenville, plans \$500,000 plant. Will move mayonnaise and relish spread plant here from Greenville; also, other Sauer lines will be produced in Mauldin.

## TENNESSEE

**CALHOUN**—Bowater Paper Corp., Ltd., Sir Eric Vansittart Bowater, Chairman, London, England, plans doubling capacity of new \$60 million newsprint mill, owned and operated by Bowater Southern Paper Corp., an American subsidiary.

**CHATTANOOGA**—Chattanooga Area Milk Producers Assoc. let contract to L. A. Warlick Constr. Co., 747 E. 11th St., at \$135,800 for addition to plant. Earl C. Smith, 802 James Bldg., Archt.

**CHATTANOOGA**—Chattanooga Glass Co., Alton Park, let contract to John Martin Co., Inc., 610 W. Manning St., at \$100,465 for new warehouse. Selmon T. Franklin, Archt.

**CHATTANOOGA**—Ling-Faidley Co., 1407-9 Chestnut St., plans modern printing plant. Frank Gibson, Archt.

**MEMPHIS**—Campbell 66 Express, Inc., received bids for Terminal Building. Esterly & Ampacher, Springfield, Mo., Archts.

**MEMPHIS**—Koppers, Inc., let contract to Bryson & Ward, for office, sample storage, boiler and compressor buildings, etc., to be located on President's Island.

## TEXAS

**TEXAS**—Natural Gas Pipe Line, subsidiary of Peoples Gas Light & Coke Co., Chicago, plans 370 mile line from Wise County Field in North Texas to Amarillo.

**ADDISON**—Southwestern Bell Telephone Co., 308 S. Akard St., Dallas, received bids for Adams 9 Dial Building on Alpha Road.

**AMARILLO**—Continental Grain Co. let contract to Charles F. Gill, Lubbock for \$50,000 grain elevator.

**AMARILLO**—Swift & Co., Amarillo, let contract to Ramey Constr. Co., Box 6, at \$18,854 for sales building addition, 109 N. Fillmore St.

**AUSTIN**—Novy, Novy & Shapiro plan modern office building, Lundgren & Mauer, 1003 W. 24th St., Austin, Archts.

**CELBURNE**—Lone Star Gas Co. plans warehouse and office building. Smith & Warder, 405 W. Jefferson, Grand Prairie, Archts.

**CORPUS CHRISTI**—Atlee B. & Robert M. Ayres, 342 W. Woodlawn Ave., San Antonio, Archts., plan to construct building for Mortgage Investment Corp. at 2500 Ayres St.

**DALLAS**—National Homes Corp., Lafayette, Ind., let contract for new factory for manufacture of prefab houses. James R. Price, president.

**DALLAS**—National Ventilated Awning Co., 601 Hall St., Dallas, received bid of \$19,500 from Winston Colwell, 6025 Berkshire, Dallas, for plant alterations and addition. Wm. T. Henley, 5526 Dyer St., Dallas, Archts.

**DALLAS**—Texas Sash & Door Co., 201 N. Rupert St., Fort Worth, received bid from Campbell Bros., 5518 Dyer St., Dallas, at \$99,000 for warehouse and office building. Herman G. Cox, 415 Neil P. Anderson Bldg., Fort Worth, Archt.

**FITCH**—Natural Gas Pipeline Co. of America, First National Bank Bldg., plans 370-mile pipeline.

**HOUSTON**—Gulf Interstate Gas Co. plans 5-story office building.

**HOUSTON**—James Bute Co., 711 Williams St., let contract to Fretz Constr. Co., Box 18094, at \$79,700 for warehouse additions and alterations. Staub, Rather & Howze, 2816 Virginia St., Archts.

**HOUSTON**—Southwestern Bell Telephone Co., 308 S. Akard St., Dallas, let contract to Robert H. Smith & Co., 1915 Kolfahl St., Houston, for Republic "4" Dial Bldg., Dealy Drive near Brinkley in Chocolate Bayou Estates. Cato, Austin & Evans, 2401 La-Branch St., Houston, Archts.

**LUBBOCK**—Frank Heath let contract to W. B. Abbott, Jr., 1101 29th St., at \$70,000 for wholesale business building, 1923 Fourth St.

**PALESTINE**—Palestine Industrial Foundation, Inc., let contract to W. H. Wallace Constr. Co., 2330 Hardwick St., Dallas, at \$58,612 for shoe factory. O. L. Hazelwood, 14 Link Bldg., Archt.

**PAMPA**—Blakemore Bros. Grocery Co., Liberal, Kansas, received bids for building, cor. Francis & Purviance Sts. Cantrell & Co., Hughes Bldg., Pampa, Archts.

**PORT ARTHUR**—Jones & Laughlin Steel Corp. plan new Container Division plant and office at West Port Arthur. Present plant to be used for warehouse space.

**ROSENBERG**—Southern Bell Telephone Co., let contract to Fretz Construction Co., 2000 Eastwood St., Houston, for dial building.

**SAN ANGELO**—W. D. Bradley plans commercial building. Donald R. Goss, Chadbourne Bldg., Archt.

**SAN ANTONIO**—American Potash & Chemical Corp., c/o Peter Colefax, president, Los Angeles, Calif., plans chemical plant, to cost approximately \$8,000,000.

**SAN ANTONIO**—Sam Jorrie, c/o Jorrie Furniture Co., 131 San Pedro Ave., let contract to Wm. E. Goetz & Sons, Box 7111, Hackberry Sta., at \$139,888 for 2-story building at 206 San Pedro. Reginald Roberts & Assocs., 2600 McCullough Ave., Archts.

**SPRING**—Southwestern Bell Telephone Co., 308 S. Akard St., Dallas, let contract to Home Building & Supply Co., Box 698, Cleveland, for commercial dial building.

**SULPHUR SPRINGS**—General Telephone Co. of the Southwest, Sulphur Springs, let contract at \$32,198 to Suggs & Wright Construction Co., 3024 Wood St., Texarkana, for exchange building at Oak St. Reinheimer & Cox, 411 Texarkana National Bank Bldg., Texarkana, Archts.

## VIRGINIA

**HOPEWELL**—Allied Chemical & Dye Corp., 61 Broadway, New York, plan research and development plant.

**RICHMOND**—W. M. Brown & Son let contract to Thorington Constr. Co., Inc., Richmond, at \$98,677 for printing plant and office addition.

**ROANOKE**—General Electric Co. let contract to Walsh Constr. Co., 122 E. 42nd St., New York, and William Muirhead Constr. Co., Durham, N. C., for industry control plant.

**SUFFOLK**—T. F. Cooke Co., County Street, received bid of \$13,825 from Silas S. Kea & Sons, Ivor, Va., for funeral home. A DuPree Breeden, Archt.

## WEST VIRGINIA

**AUVILLE**—Norfolk Western Railways plans \$500,000 program to boost yard capacity.

**CHARLESTON**—West Virginia Pulp & Paper Co. David L. Luke, president, plans new buildings and equipment at estimated cost between \$10 and \$15 million.

**NEW MARTINSVILLE**—Monsanto Chemical Co., St. Louis, Mo., let contract to H. K. Ferguson Co., Cleveland, for Mobay Chemical Co.'s new plant.

**PT. PLEASANT**—DuPont Co., Fred A. Otto, manager Belle Works, purchased 197 acres of land in two parcels along Kanawha River.

**TERRA ALTA**—Uptegraff Mfg. Co. plans expansion of its plant.

**WHEELING**—Chesapeake & Potomac Telephone Co., Wheeling, authorized \$49,000 expansion program for Sistersville Exchange.

**WINFIELD**—Chesapeake & Ohio Railway Co. purchased 264-acre site for possible industrial site.

10' Betts vertical boring mill 2 swivel heads, motor dr.

24" x 22' Fitchburg, belt dr. 17' centers, good condition

6" x 12" Pipe machines

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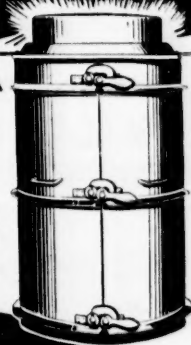
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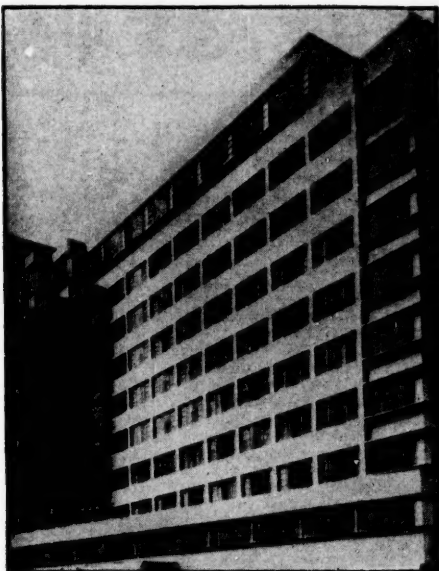
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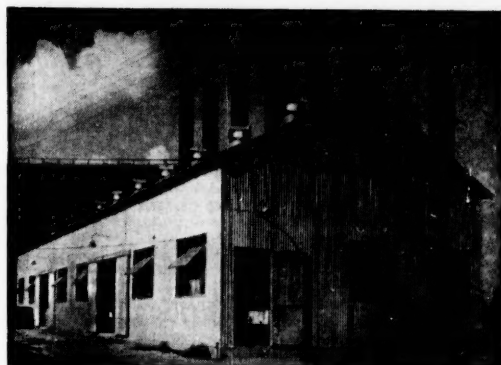
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